

# PSRB Industry Briefing

23 July 2013

Released under RTI - DPC



## **Our direction: Great state. Great Opportunity.**

### **Our vision**

*“Is to be a government of the 21<sup>st</sup> century; one government that is connected and working together to deliver smarter, simpler outcomes that are responsive to the needs of Queenslanders now and for the future”*

### **Our goal**

*“Is to be the most responsive and respected public service in the nation. The Queensland Government will be more effective, deliver value for money and ultimately achieve better outcomes for Queenslanders”*

## **Public Sector Renewal is about delivering this vision and achieving the goal**

**Renewal is driven by five key principles:**

- Customer focus
- Innovation
- Contestability, commissioning and core services
- Excellence, agility and productivity
- Governance and accountability

# Renewal includes our response to the Commission of Audit

- More services, better services
- Value for public money
- Contestability



## A Plan - Better Services for Queenslanders

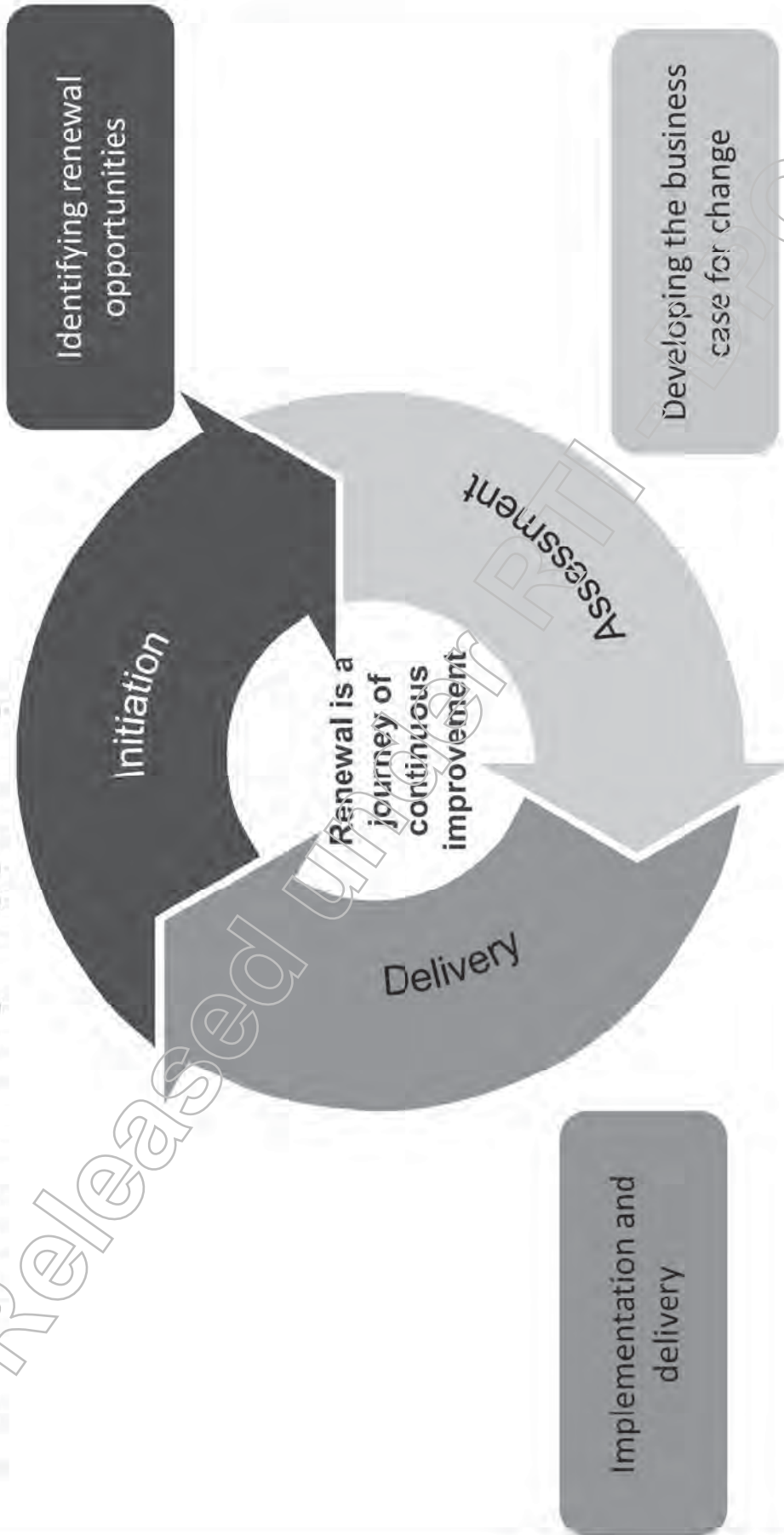
Queensland Government Response to the Independent Commission of Audit Final Report  
April 2013

.....  
[www.qld.gov.au/betterservices](http://www.qld.gov.au/betterservices)  
.....

Small text: Great opportunity.



# Renewal is an ongoing journey



Great state. Great opportunity.



# We need to build our capability to achieve renewal

**Buy**

**Borrow**

**Build**

## Capability

A workforce with the right skills, culture and values to deliver the generational change ahead

## Outcomes

- Renewal
- Contestability
- Agile, flexible public service
- More, better services
- Value for money
- Innovation
- Productivity

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## Contestability can deliver a range of outcomes

- Joint ventures
- Restructuring
- Outsourcing
- Keep and improve
- Payment by outcomes
- Building a market
- Managed services
- Mutuels, and employee owned organisations
- Ceasing the service

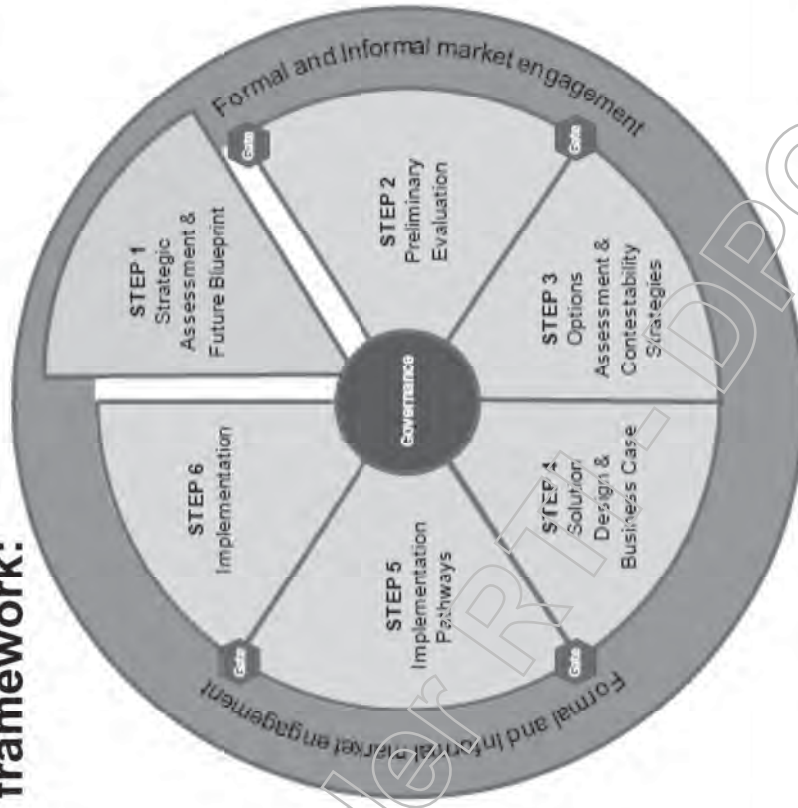
Government is actively seeking new, creative ways to deliver services

## Our approach to contestability

### Success factors:

- Demand management
- Market transparency
- Risk management

We have a government contestability framework:





**We're excited about the future**



**Better place to work**

**Productivity**

**Customer Experience**

**Performance**

**Cost to Queenslanders**



**We are committed to creative, dynamic partnerships to help us achieve our goals**

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# Questions?

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# Learning from the Logan Renewal Initiative

Presentation to the Public Sector Renewal Board

August 2013

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## Context for the Logan Renewal Initiative

- Housing 2020 – Qld Government’s new strategic approach to delivery of housing assistance
- Delivery of Housing 2020 will be guided by the following principles:
  1. Renewing and configuring social housing
  2. Growing and innovating through partnerships
  3. Facilitating housing pathways to the private market
  4. Better use of social housing and support resources
  5. Improving the housing outcomes of Queenslanders most in need

## What is the Logan Renewal Initiative?

- Involves the transfer of approximately 5,000 dwellings and tenancies to the community housing sector
  - Not the transfer of ownership unless necessary to achieve housing renewal objectives
- Government seeking to enter into a 20 year contract with a non-government entity
- Largest project of its type to be undertaken nationally and has presented new and complex challenges for the department and not-for-profit sector alike
  - Largest community housing organisation in Australia has 3,500 dwellings
- Seeking significant housing renewal

## Need for Housing Renewal in Logan

- Majority of dwellings concentrated in 10 suburbs, particularly Woodridge and Kingston
- Mismatch between supply and demand – approximately 65% of the portfolio comprises 3-bedroom detached housing but demand is mainly for 1 or 2 bedroom units
- Over 35% of the dwellings are aged over 30 years
- Issue of underoccupancy

## Demographics (con't)

- Demographics of social housing dwellings (approx.):
  - units 13%
  - 2 bedroom houses 12%
  - 3 bedroom houses 65%
  - 4 bedroom houses 9%
  - 5 or more bedroom houses 1%
- In Logan, applicants in the very high and high needs categories on the Housing Register wait approximately 6 months for suitable housing

## Objectives of outsourcing

- Identify opportunities for service innovation
- Establish partnerships with the private and not-for-profit sectors to deliver on a long-term vision for housing renewal
- Maximise opportunities for renewal and redevelopment
- Increase supply of new affordable housing in Logan - both for rent and for sale
- Contribute to the growth of the non-government housing sector through select stock and land transfers
- Maximise opportunities for local participation



# Process to date and future processes

- **September 2012** – Cabinet approval to commence through a two-stage national open tender process and national advertising of Expression of Interest
  - 10 responses received, 1 response deemed non-conforming
- **December 2012** – 3 proponents short-listed and Cabinet approval to proceed to Stage 2 of the procurement process
- **February 2013** – Request for Proposal released
- **May 2013** – Evaluation of proposals
- **June 2013**
  - no suitable proponent selected due to material gaps between the State's requirements and proposals received
  - meetings held with proponents to provide feedback, receive feedback and assess whether possible to close material gaps
  - meetings clarified proposals and confirmed proponents could potentially deliver on the project requirements if provided clarity around key issues and risks and time to refine their proposal
- **July 2013** – decision to extend the RFP process by inclusion of an additional stage.

## Process to date and future processes (con't)

- Further phase of RFP will involve State releasing additional information that will allow proponents to better quantify risk and submit more complete responses
- Department has commenced intensive body of work to clarify key commercial issues for the project – working with Evans and Peck and Clayton Utz
- Further meetings held in August to seek proponent feedback on a range of scenarios developed by the department – considered productive
- Project timeframes revised with process estimated to conclude in early 2014 following evaluation of refined proposals in Oct/Nov 2013

## Insights from the process to date

- Need for capability development of suppliers
- Cost of a competitive process
- Need to develop internal capacity and skills
- Accept that the process will take time and planning is critical
- Probity should not eliminate communication with bidders
- Clarity on risk apportionment

## The need for capability development of suppliers

- There is an evolving market for delivery of social housing services
- The consortium model has substantial risks
- Government needs to engage and develop potential providers
- Providers are actually working on how they must grow their capability

## Cost of a competitive process

- Proponents indicated tendering costs are high
  - may need to consider provision of financial assistance to assist proponents with bid preparation
- Value in adopting a consistent approach

## Need to develop internal capacity and skills

- Need to move from old business to new business
- Build teams with an appropriate mix of expertise
- Commissioning teams need to be inter-disciplinary and draw on different expertise
- Commercial expertise and expertise in engaging with the market and in forms of structure and contract need to be developed or acquired
- Commercial skills will provide greater understanding of what the market can deliver and the steps to be undertaken to develop the market

## Need to develop internal capacity and skills

- Management of contract over 20 years is significant:
  - learning process for both parties
  - need to remain consistent around objectives
  - performance outcomes may vary from year to year

## Process will take time and planning is critical

- Learning process
- Establish realistic timeframes based on project complexity
- Significant planning and design work to develop robust commercial structure and determine appropriate terms and conditions
- Process lacked critical planning phase to define commercial structure and engage with and seek feedback from providers
- Proponents were allocated short timeframes to submit proposals



## Probity shouldn't eliminate communication with bidders

- Probity shouldn't dictate the process and impede open dialogue with bidders
- Proponent feedback suggests department needed to be more accessible than we were
- Communication with proponents - helps them to understand the State's requirements and us to understand the capacity, capabilities and limitations of this developing sector
- Use of interactive tendering approach for next stage

## Clarity on risk apportionment

- Need to be clear on the relative risk apportionment between proponent and State
- Failure to explicitly state risk parameters meant proponents overpriced their bids or passed the risk straight back to the State
- Information package being developed for the next stage will detail the State's approach to risk allocation and treatment of exogenous risks

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## Questions and Discussion

# Public Sector Renewal Board

## DCCSDS

### *Focusing on frontline services*

Ms Margaret Allison  
Director-General

Department of Communities, Child Safety and Disability Services  
10 September 2013

# Background

- 2012 Machinery of Government changes → the Department of Communities, Child Safety and Disability Services transitioned five significant structural areas to other departments.
- These changes necessitated a substantial restructure and presented an early opportunity to embrace the public sector renewal principles.
- Significant Machinery of Government changes were:
  - Youth Justice including Detention Centres → DJAG;
  - Aboriginal and Torres Strait Islander Services → DATSIMA;
  - Housing → DHPW;
  - Sport and Recreation → DNPRS; and
  - Multicultural Affairs → DATSIMA.

# DCCSDS

- Core service delivery areas – child protection, disability services, other community services e.g. DFV, homelessness, neighbourhood centres
- \$2.6b budget – majority contracted services
- Highly regionalised structure – not reflected in decision making
- Issue of definition of frontline staff
- Not playing the special card
- Managing risk in statutory environment

# Organisational Structure

- “Structure follows strategy” - organisational design begins with the creation of a strategy
- Organisational design principles:
  - Focus on service delivery – immediate action to include REDs on executive management group, and direct reporting to DG
  - Devolve responsibility and accountability to regions – centre faces the regions who face clients
  - Simplification of organisation structures and reduction in layers of management
  - Integration of related areas of capability in organisation → a ‘single point of truth’

# Communication - staff

- Communication to staff increased through timely sharing of information regarding upcoming organisational changes including:
  - Staff presentations and briefings at all levels and locations
  - Fact sheets and FAQs
  - Emails and internet postings
  - Weekly telelinks with REDs
  - Importance of hard data
- Use of REDs – making a virtue of existing influence
- Used a Transition Leader model where line senior executives were the front face of the change and to trade the new arrangements forward.



# Communication - stakeholders

- Advantage of previous connections
- Selling the need for fiscal repair pre-budget
- Some loss of momentum in determining lead roles?
- Case for change could have been made better
- Role of MPs

# Leading renewal

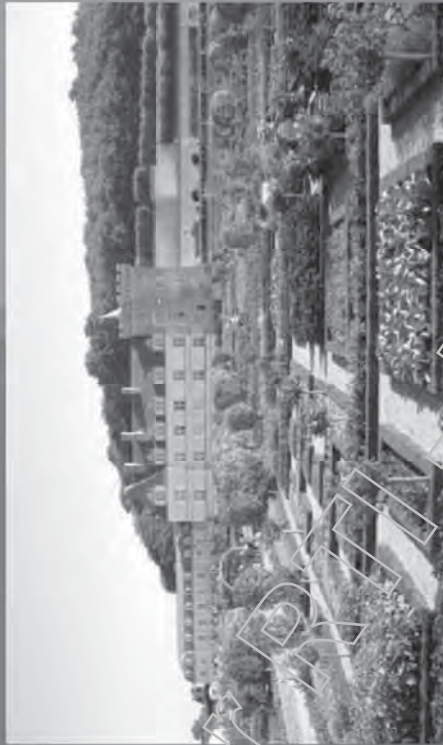
- DCCSS an early adopter of the principles and concepts of contestability and market engagement – first Cabinet submission in August 2012
- Recommissioning youth services as first stage of review/reform
- Impact of other changes – DisabilityCare Australia, Carmody report
- Engagement of whole SES twice a year
- DG's innovation challenge – opportunity for direct submission of ideas
- Working with regional management teams
- Regular communication with all staff
- Continuous examination of decision-making processes, delegations, governance and co-ordination of the change efforts

# Learnings/Issues

- Challenge of running the business and complex reforms across all service areas
- Need for improved engagement with stakeholders
- Customer focus challenge in a human services agency
- Earlier staff reductions and divestment → some loss of specialist skills e.g. portfolio management and data analysis
- Need to acquire critical business skills for complex outsourcing agenda
- Currently establishing a Portfolio Management Unit and a Contestability Unit – earlier establishment would have assisted with the change capability and capacity.

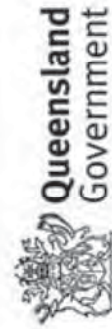
# Metro South Health Renewal

## “A Tale of Two Gardens”



Dr Richard Ashby AM  
Health Service Chief Executive  
Metro South Health October 2013

Metro South  
Health



## Metro South Health Renewal

- April 2010 – National Health Reform
- Hospital and Health Boards Act 2011
- July 1<sup>st</sup>, 2012 Metro South Hospitals and Health Board



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# Metro South Health Renewal

## Introduction and Background



### Health in Metro South

- 3856 sq Km
  - 4 Local Government Areas
  - 122 SLAs
  - >1,000,000 Residents
  - 2.1% Indigenous
  - 28% Born Overseas
  - 22% Socially Disadvantaged
  - 12,000 staff
  - \$1.85 Billion
- 7 Public Hospitals
  - 17 Community Health Centres
  - 1 Residential Aged Care Facility and 2 Special Facilities
- Plus
- 600 General Practices, Allied Health Clinics and Community Pharmacies
  - 5 Private Hospitals
  - >150 NGOs

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# Metro South Health Renewal

## Metro South activity in 2012-13

- 186,886 hospital admissions
- 42,804 operations
- 713,238 outpatient attendances
- 249,608 emergency department attendances
- 464,874 community health occasions of service
- 8.9 million Medicare services (Commonwealth)



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# Metro South Health Renewal

## 2012-13 Corporate Governance

### Board

—	Charter	(✓)
—	Terms of Reference	(✓)
—	Committees	(✓)
—	Induction	(✓)
—	Calendar	(✓)
—	Delegations	(✓)
—	Report Suite & Schedule	(✓)





# Metro South Health Renewal

## Corporate Governance Hospital and Health Service

- Executive Team (✓)
- Financial Systems & Management (✓)
- Audit & Risk Management (✓)
- Performance Management Framework (✓)
- Planning & Development (✓)
- Public Affairs (✓)
- Capital (✓)
- ICT (✓)



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# Metro South Health Renewal

## Plans/Protocols Completed

- Strategic Plan 2012 – 2017
- Financial Plan 2012 – 2016
- Business Plan 2012/13
- Health Services Plan 2012 – 2017
- Capital Plan 2012/13
- ICT Strategic Plan 2012 – 2017
- Strategic Workforce Plan 2012 – 2017
- Clinical Governance Strategic Plan 2013 - 2107
- Disability Action Plan 2012 – 2017
- Communication Plan
- Media Protocol 2012
- Protocol with Medicare Locals
- Emergency Preparedness Continuity Plan
- Annual Performance Plans



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# Metro South Health Renewal

## ERNST & YOUNG Autonomy Readiness Assessment

- May 2012 1/17
- July 2013 Only HHS at EY Level 5



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# Metro South Hospital and Health Service

## Government Health Priorities

- Revitalising Services for Patients
- Reforming Queensland's Health System
- Focusing Resources on Frontline Services
- Restoring Accountability and Confidence in the Health System

## Blueprint for Better Healthcare

- Health Services focussed on patients and people
- Empowering the community and our health workforce
- Providing Queenslanders with value in health services
- Investing, innovating and planning for the future



Metro South Health



# Metro South Health Renewal

## The Challenge...

### Funding

- Productivity Dividend \$60m
- 2012/13 MYEFO cuts (\$18.8m)
- 2013/14 Growth (1.5%)
- 2013/14; 2014/15 ABF Funding

### Activity

- Compound activity growth 3-4% (Population 2.4%)

### KPI's and Standards

- Over 300

### Time limited VR program



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# Metro South Health Renewal

## Implications.....

- Accelerate organisation reviews
- Focus on core business value
- Precisely align FTE, activity and \$
- Eliminate waste, innovate service delivery



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## Metro South Health Renewal

### **Business Reviews Completed**

- Community and Primary Health
- Building, Engineering and Maintenance
- Chronic Disease Management
- Oral Health Services
- Education, Training and Development
- Finance Systems
- Audit and Risk Management
- Security
- Retail Opportunity
- Parking



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# Community and Primary Health Services Review

*Dr Paul Scown, October 2012*



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# Metro South Health Renewal

## Community and Primary Health Services Review

### Why?

- \$110m budget
- 1,000 FTE's
- No KPI's!
- Anecdotal evidence of waste and duplication



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# Metro South Health Renewal

## Community and Primary Health Services Review

### Outcomes:

- New clinical structure aligned to hospitals
- 4,510 Home and Community Care clients transferred to 3 accredited NGO's
- 120 bed nursing care unit closed with residents transferred to private providers
- 342 FTE's



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# Metro South Health Renewal

## Building, Engineering and Maintenance Services Review

Ross Fraser, December 2012

Report for Metro South Hospital and Health Services  
Queensland

Preparing for our Future  
Restructure of Building and Maintenance  
Services

In Confidence\*

December 2012  
Ross S Fraser

\*Notation Copyright Enclosure material. Format only being utilised.

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# Metro South Health Renewal

## Building, Engineering and Maintenance Services Review

### Issues:

- 50 year old staffing profile
- Heavily unionised – previously “untouchable”
- 1 Supervisor: 3 Tradies



# Metro South Health Renewal

## Our Motivation “A Tale of Two Gardens”



# Metro South Health Renewal

## Building, Engineering and Maintenance Services Review

### Outcome:

- 112 FTE's → 72 FTE's
- 5 gardeners → 2
- 8 fitters and turners → 0



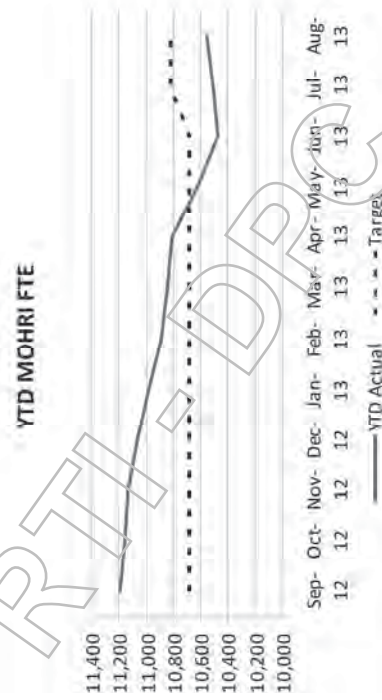
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# Metro South Health Renewal

## Overall Performance Highlights 2012-13

- Operating Surplus \$19.3m (2010/11 \$41m deficit)
- MOHRI FTE ↓ 710 (6.5%)
- Activity exceeded target by 6260 WAU (\$25m)
- Total productivity dividend >\$100m
- NEAT 52% → 73%
- NEST Cat 1 ↑ 8%
- Cat 2 ↓ 3%
- Cat 3 ↑ 10%



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# Metro South Health Renewal

## Overall Performance Highlights 2012-13 cont'd

- Ambulance “bypass” ceased, ramping reduced >50%
- Emergency Department “DNW”s reduced 50%”
- Hospital Standardised Mortality Rate <70 all facilities
- Relative Stay Index <90 all facilities
- Cost per WAU < National Efficient Price
- Patient Satisfaction >90%
- PAH – “best clinical governance system in Australia” (ACHS 2013)
- Highest research funding ever.





# Metro South Health Renewal

## Critical Success Factors

### Macro:

- New Industrial Relations Framework
- New Industrial Relations Framework
- New Industrial Relations Framework
- .....
- Board with devolved decision making
- Commission of Audit... “the burning platform”



# Metro South Health Renewal

## Critical Success Factors

- Meticulous planning: redesign, industrial relations, legal, communications etc, using subject experts.
- Consistent political support – “Government Relations”
- Strong, cohesive and motivated Board and Executive Team
- Buy in from opinion leaders – consumer and clinical engagement



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# Metro South Health Renewal

## “Phase 2” - 2013/14



- Ongoing devolution and autonomy
  - Assets
  - HR
  - Procurement
  - Contestability
- Improved efficiency and innovation through ICT
- Ongoing business reviews, process redesign etc
- Workforce development.

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**Thank you.**

**Questions?**



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# Queensland's Renewal Program

Ross Musgrove, Deputy Director-General  
Department of the Premier and Cabinet

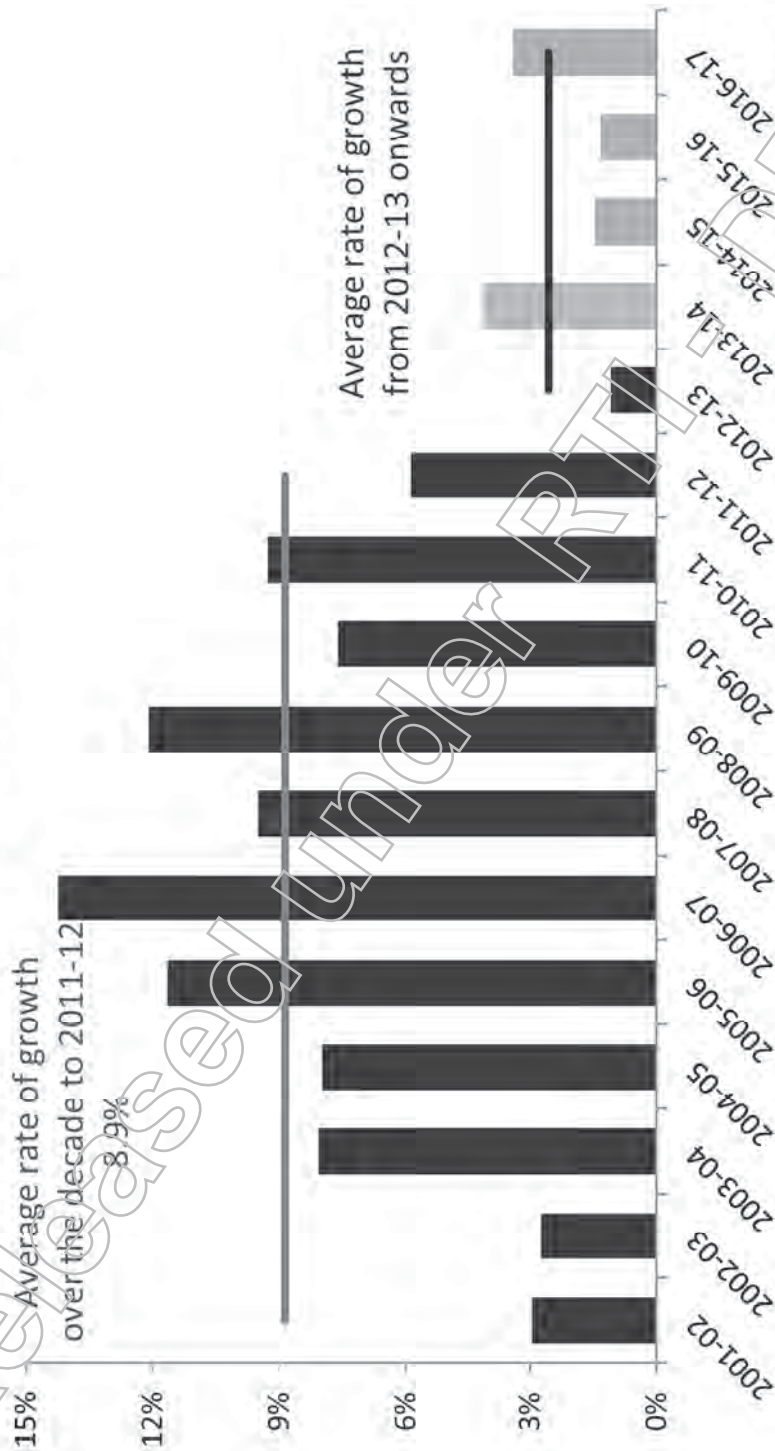
Leading Renewal Forum  
14 October 2013

Great state. Great opportunity.



# Improving services at a decreased cost

## Growth in General Government sector expenses

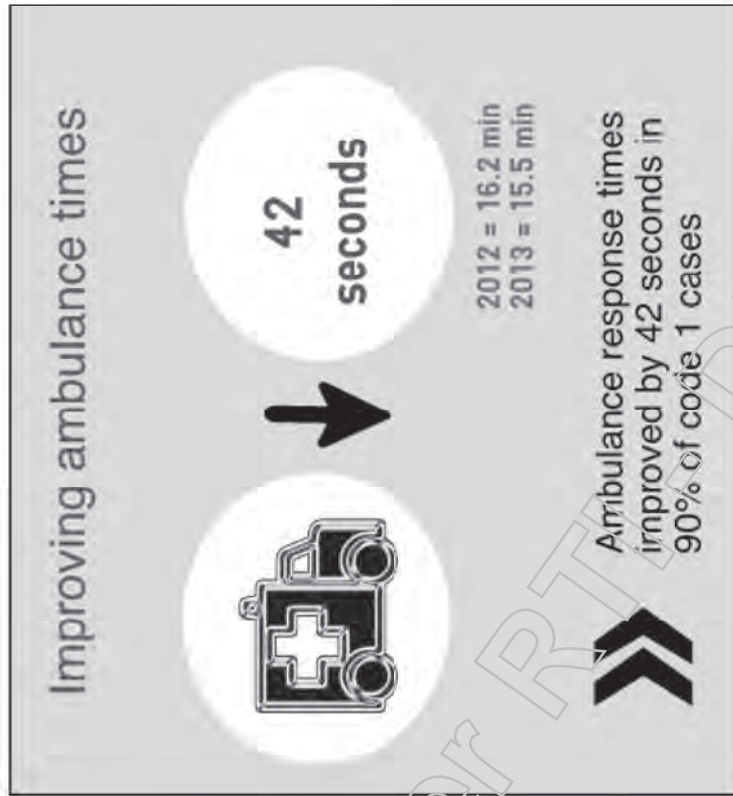
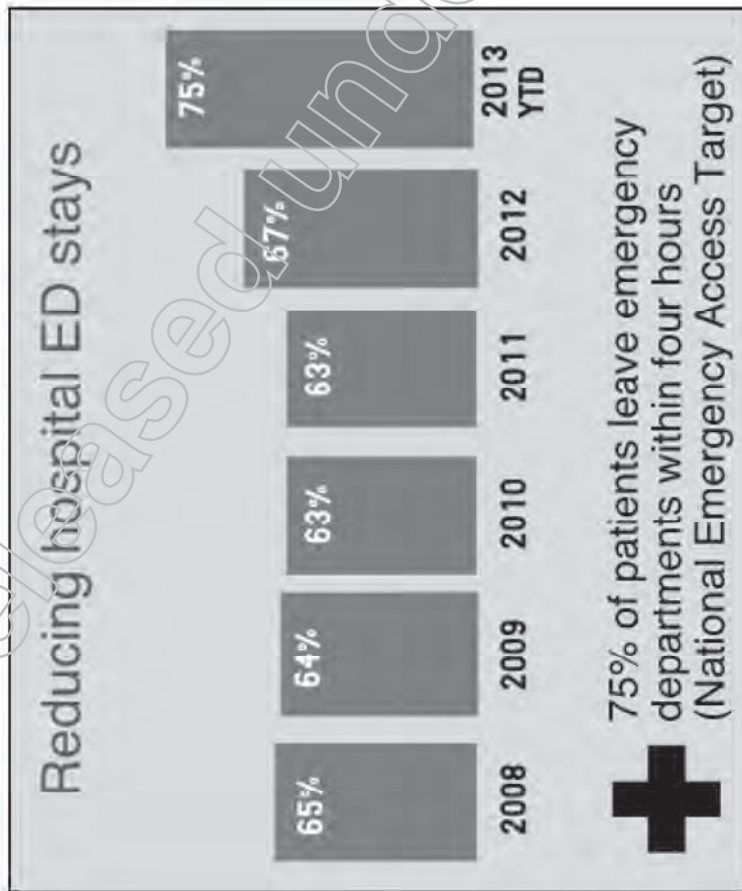


Source: Queensland Treasury and Trade



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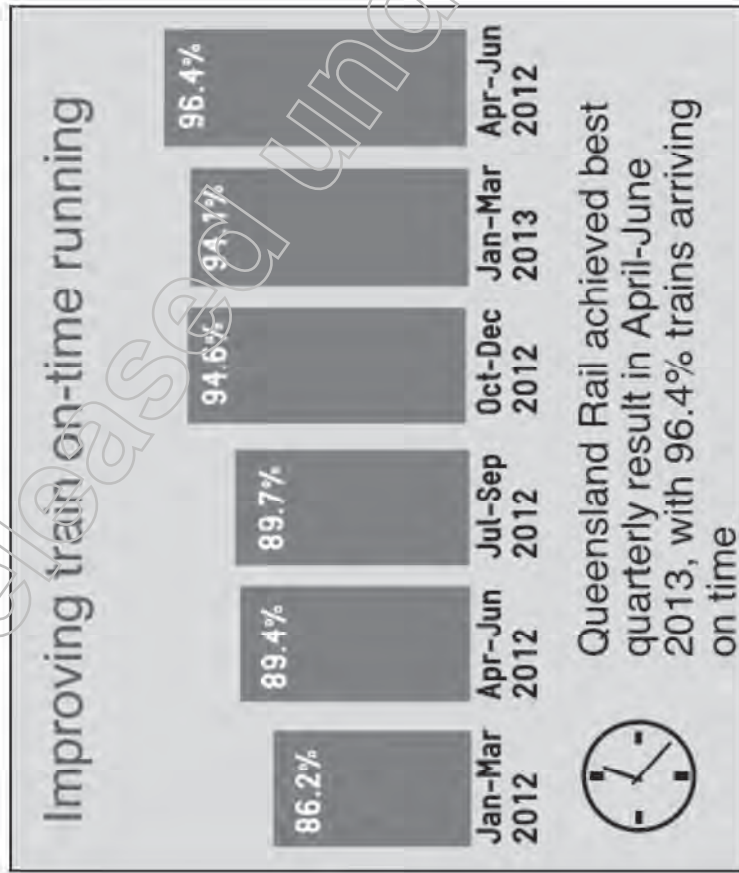
# What does success look like?



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Great state. Great opportunity.






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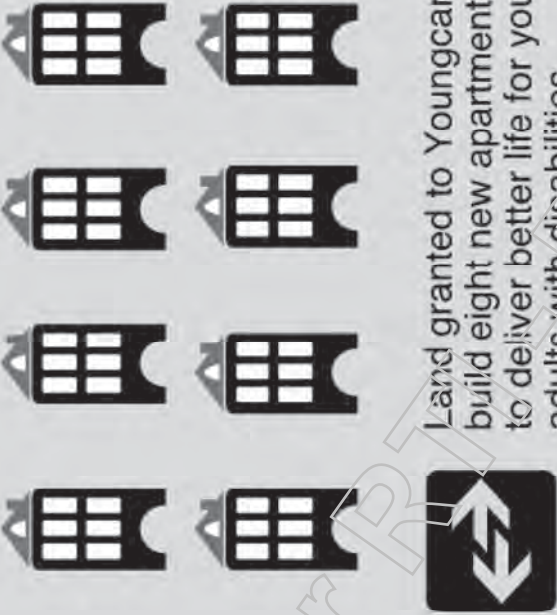
**Cutting green tape**



**Environmental impact studies assessment times reduced by 50%**



**Partnering on public housing**



**Land granted to Youngcare to build eight new apartments to deliver better life for young adults with disabilities**

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# What does success look like?

Using technology to support services



The Policelink app allows Queenslanders to report minor incidents to the police using their mobile phone

Improving vehicle registration

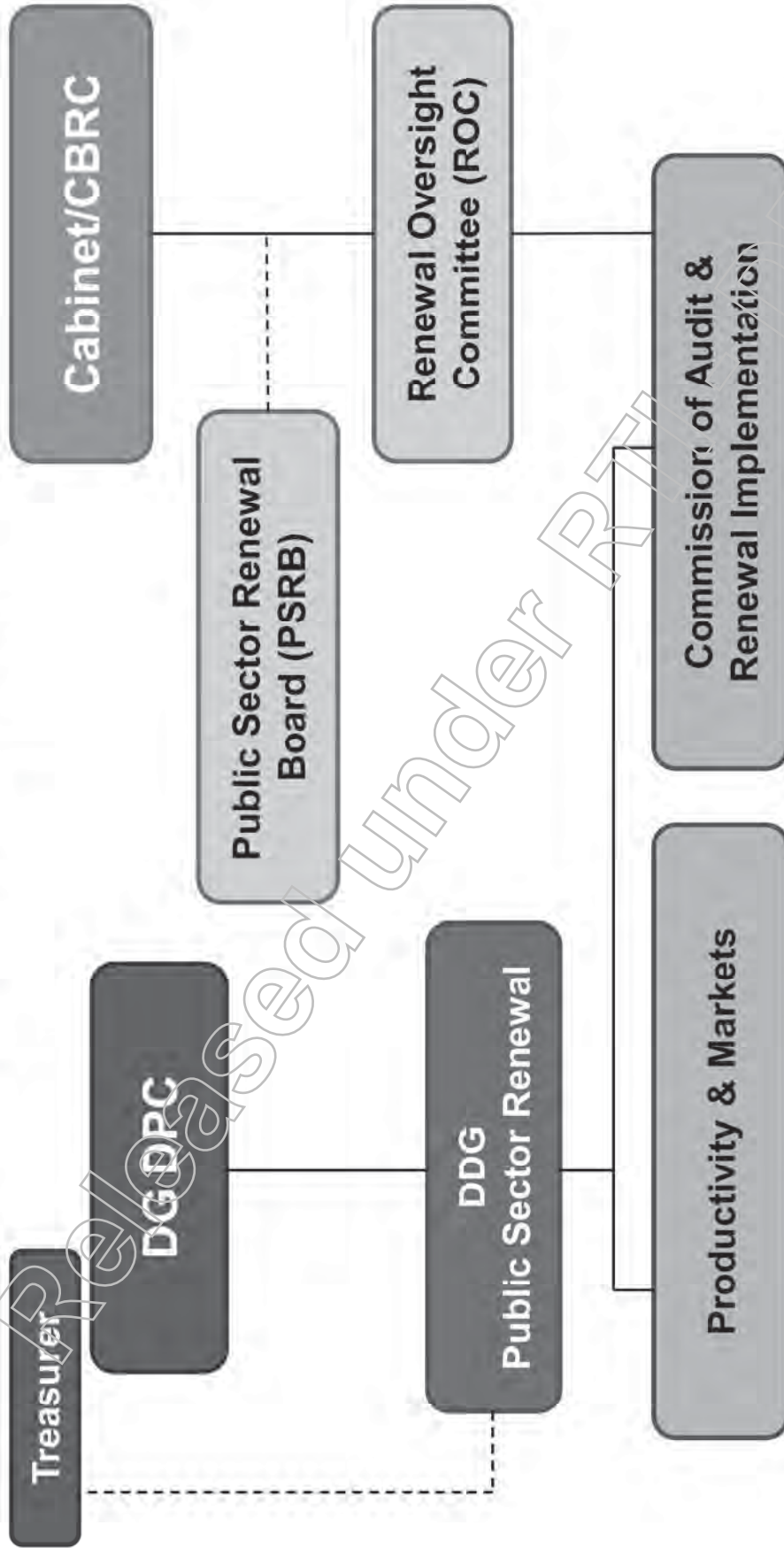


Abolishing vehicle registration stickers will be easier for motorists and save \$3.5 million a year in printing and postage

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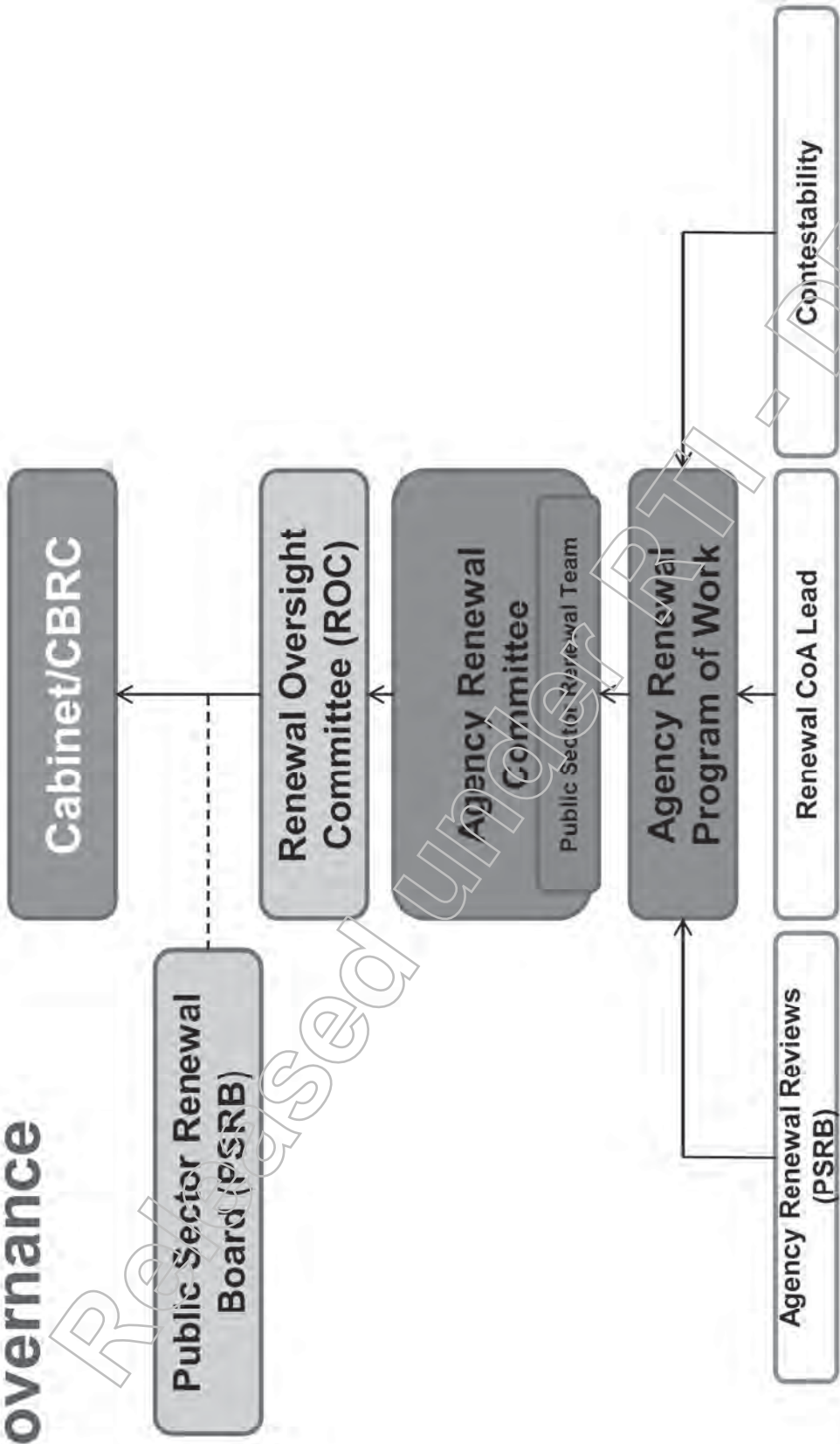
# Public Sector Renewal Program



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# Governance



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# Detailed agency renewal plans

Prioritised list of actions	Costs and benefits	Contestability activities	Key enablers
<ul style="list-style-type: none"><li>• Better Services for Queenslanders and major renewal initiatives</li><li>• Government response to independent reviews</li><li>• Milestones and deliverables</li><li>• Interdependencies</li></ul>	<ul style="list-style-type: none"><li>• Benefits to be realised and timeframes for same</li><li>• Benefits measurement</li><li>• Financial cost to implement</li><li>• Additional funding required</li></ul>	<ul style="list-style-type: none"><li>• Identify and schedule contestability activities</li></ul>	<ul style="list-style-type: none"><li>• Capability and capacity needs</li><li>• Enabling legislation</li><li>• Asset needs</li></ul>

Lead agency to collaborate with secondary agencies to ensure alignment across plans



# Capability

Need for diverse, highly skilled, fresh thinking and innovative executive talent with transferable key skills to deliver more timely, agile and value for money outcomes and benefits.



[CapabilityBrokerage@psc.qld.gov.au](mailto:CapabilityBrokerage@psc.qld.gov.au) Appropriate for when you have a role to fill or if you have specific needs, requirements or queries.

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## Further information

Contact Public Sector Renewal



[RenewalProgram@premiers.qld.gov.au](mailto:RenewalProgram@premiers.qld.gov.au)

Find out more



Renewal Extranet:

<http://renewal.govnet.qld.gov.au/>

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**The secret to QR's reform success:**

**Know what you do!**

Glen Dawe  
December, 2014



# Our three year journey towards contestability

Queensland Rail's reform journey and getting ready for market contestability

2012	2013	2014	2015 and onwards
<p><b>Efficiency Phase</b></p> <ul style="list-style-type: none"> <li>Rationalised management layers and cut excessive back office support staff</li> <li>Rationalised use of contractors and professional services</li> <li>Launched consumable spend cost saving initiatives and implemented stricter cost control business rules</li> <li>Identified 'Efficiency and Contestability' as our new business strategy to strive toward.</li> <li>Identified core and non-core business activities for each function and identified services which are candidates for industry partnering.</li> <li>Commence focus and effort on becoming the best On-Time Running Rail entity in Australia.</li> </ul>	<p><b>Reform Phase</b></p> <ul style="list-style-type: none"> <li>Commenced major right-sizing of workforce (voluntary redundancies) focusing on back office functions and non front line services.</li> <li>Establish Queensland Rail Statutory Authority as a business focused on being Queensland's Rail Expert.</li> <li>Commenced Industry Partnering Program to assess and implement services better delivered by external partners.</li> <li>Start benchmarking our performance against closest peers in the rail sector. This will be the agreed indicator of our ability to reach market contestability.</li> <li>Top level management continues to focus on maintaining our performance as Australia's best performing Rail entity.</li> </ul>	<p><b>Market Contestable Phase</b></p> <ul style="list-style-type: none"> <li>Continue Industry Partnering Program and drive further business improvements.</li> <li>Separate City Train, Travel Train and Regional Network to establish three separate contestable businesses with transparent finances.</li> <li>Set our target performance (across three separate businesses) to be better than or equal to industry best practice.</li> <li>Continued right-sizing of workforce (voluntary redundancies) focusing on back office functions and non front line services.</li> <li>Rationalise underutilised lines and services and continue to maintain high On-Time Running and reliability performance.</li> </ul>	<p><b>Market Contestable Phase</b></p> <ul style="list-style-type: none"> <li>Ensure Government is able to make a judgement call based on QR's performance (using pre-determined indicators/benchmarks) to ascertain future business model ('Keep and Continue to Improve')</li> <li><b>TARGET STATE:</b> <b>Celebrate Queensland Rail's 150 years in business as a 'stand out' contestable rail business.</b></li> </ul>



Queensland Rail Limited DPC

# Reforming Queensland Rail

## The New Way Forward



*Underpinned by creating a burning reform platform*



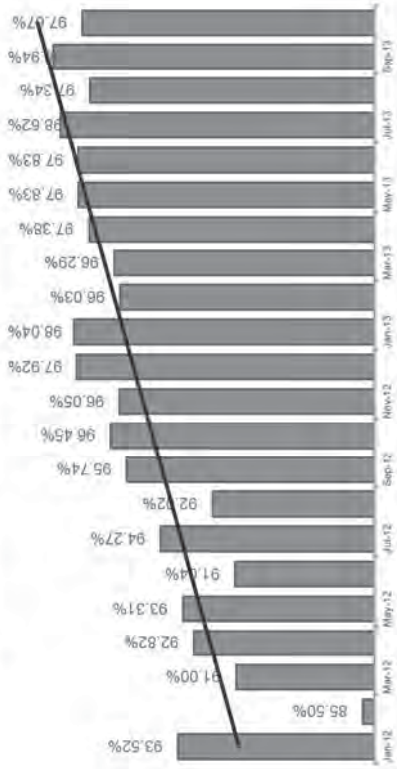
Know what you do!  
December, 2013

# Know What You Do!

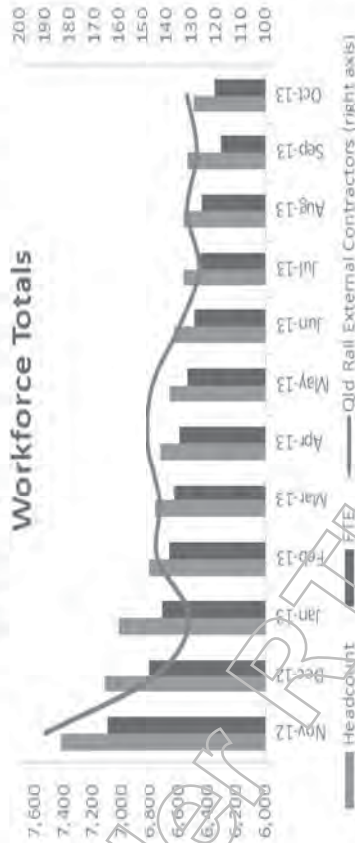
## Know what is working well

- Acknowledge the parts of the business that are going beyond to make the business work
- Recognise the people that are driving good practices
- Know how to improve productivity while balancing the reduction in resourcing

Percentage of On Time Running Citytrain Combined Peak (Post FM)



Workforce Totals



Know what you do!  
December, 2013



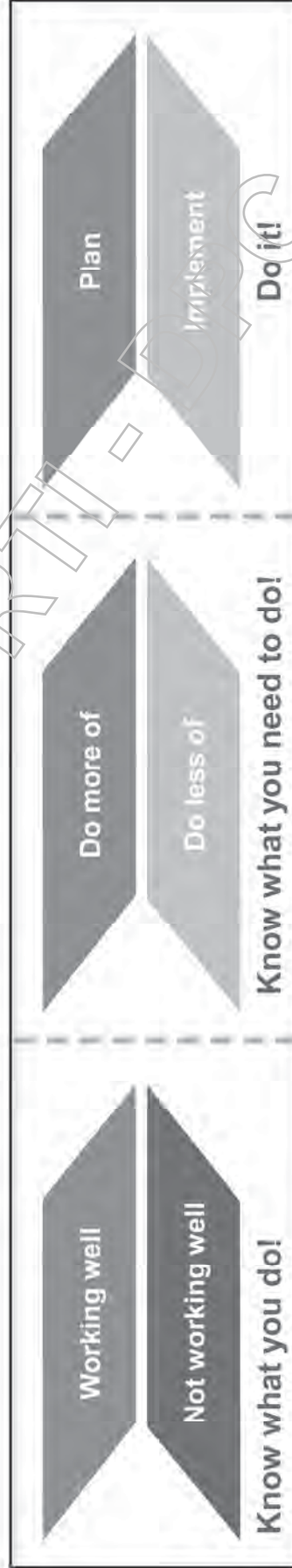
# Know What You Do!

*Know what is not working well*

- Challenge the standard practices that have developed that don't make sense against your experience
- Get down in the detail to demonstrate to others that you understand their contribution to the business and communicate the expectations to fixing the issue



**Example: Darra-Wacol Dewirement**



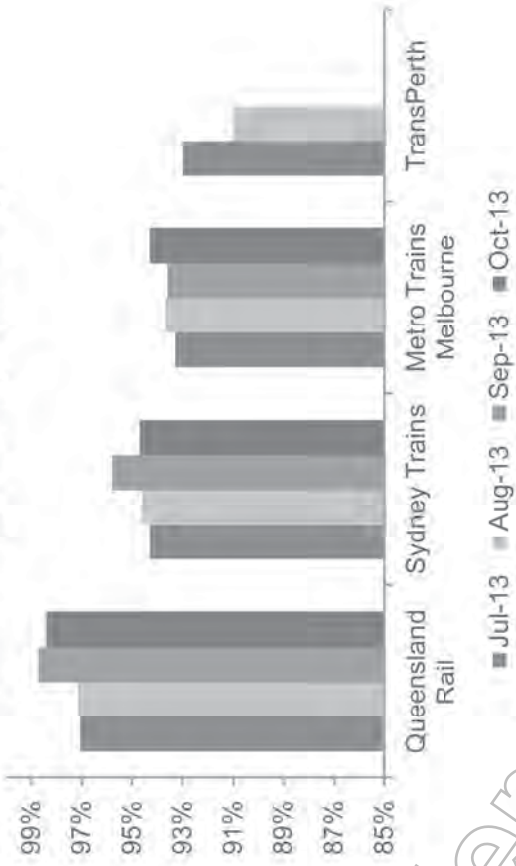
Know what you do!  
December, 2013

# Know What You Need to Do!

*Know what you need to do more of*

- Acknowledge internal issues that exist
- Look at the longer term changes that can be implemented
- Look across agencies to identify practices that can be transferred / translated into the business

Percentage of On Time Running Combined Peak (Post FM)



## Example: OTR Taskforce



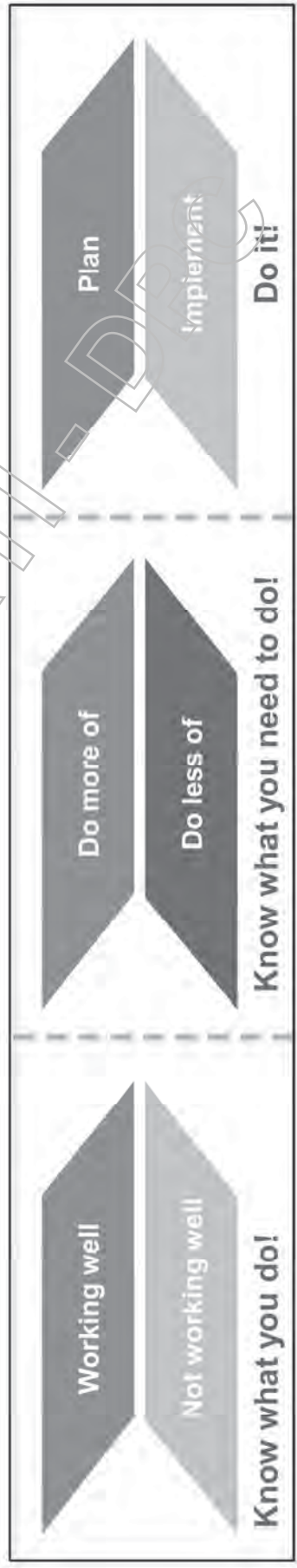
Know what you do!  
December, 2013



# Know What You Need to Do!

*Know what you need to do less of*

- Identify and remove the noise. These are services or activities which are not value-adding or core business
- Pinpoint and eliminate waste (red tape) in partnership with key stakeholders
- Identify areas of over-servicing and gold-plating. Take more of a fit for purpose mentality when making investment decisions

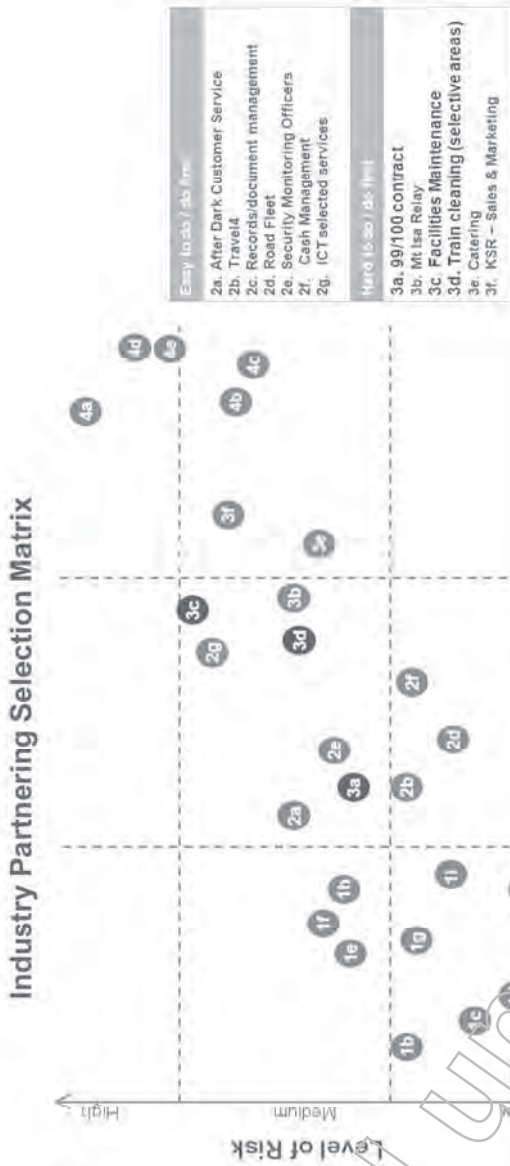


Know what you do!  
December, 2013

# Do it!

*Plan what you need to do*

- Is it practical?
- Is it sensible?
- Can it be implemented?
- Can it be achieved?
- Will you get the desired results?



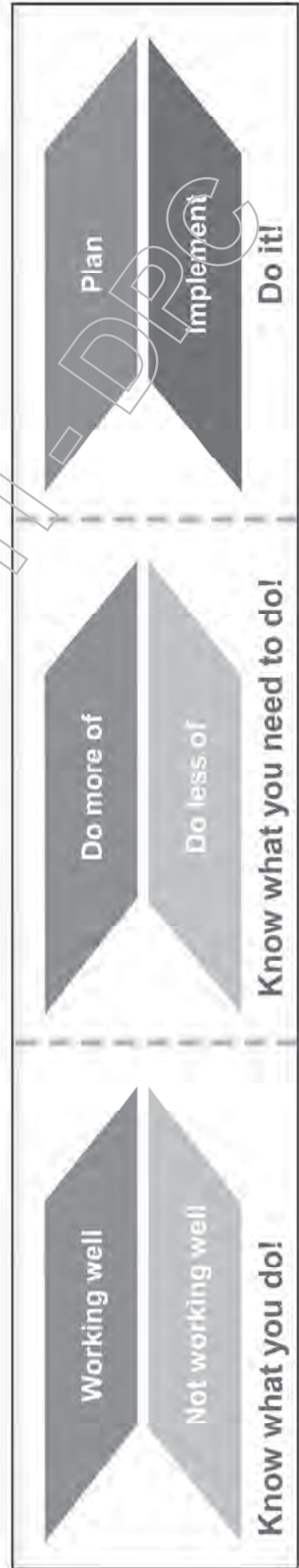
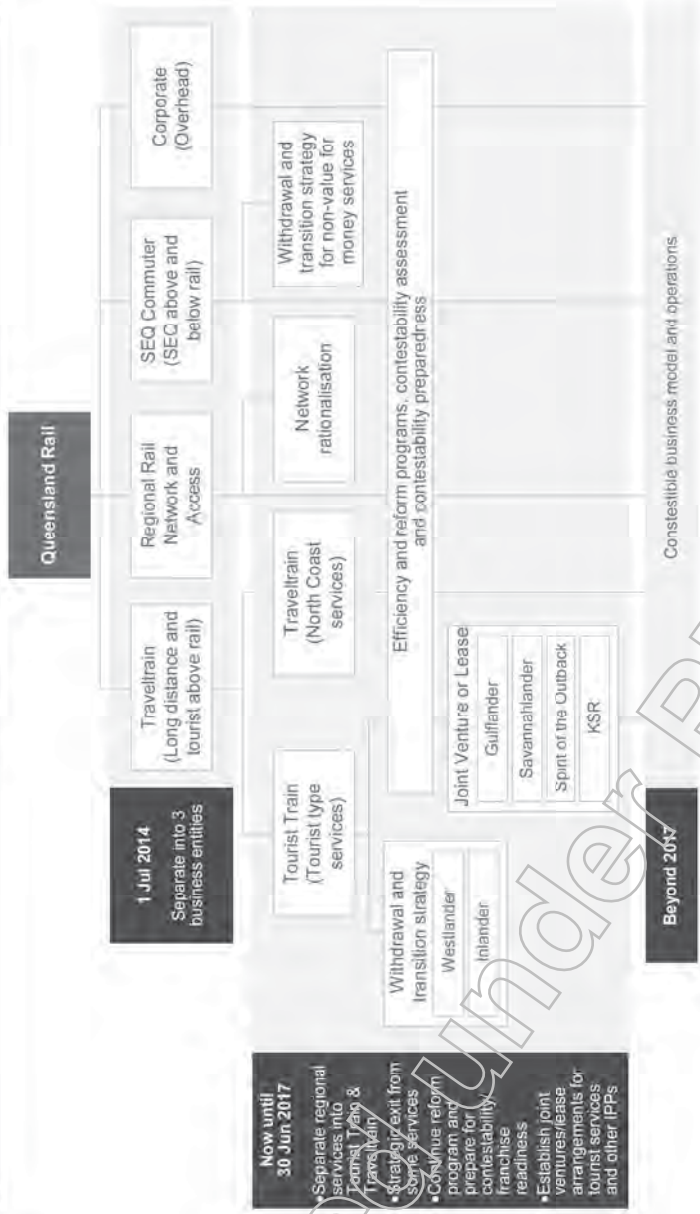
# Do it!

Implement the plan

Know and monitor the:

- Performance impact
- Financial impact
- Safety impact
- Customer impact
- People impact

## The Contestability Journey

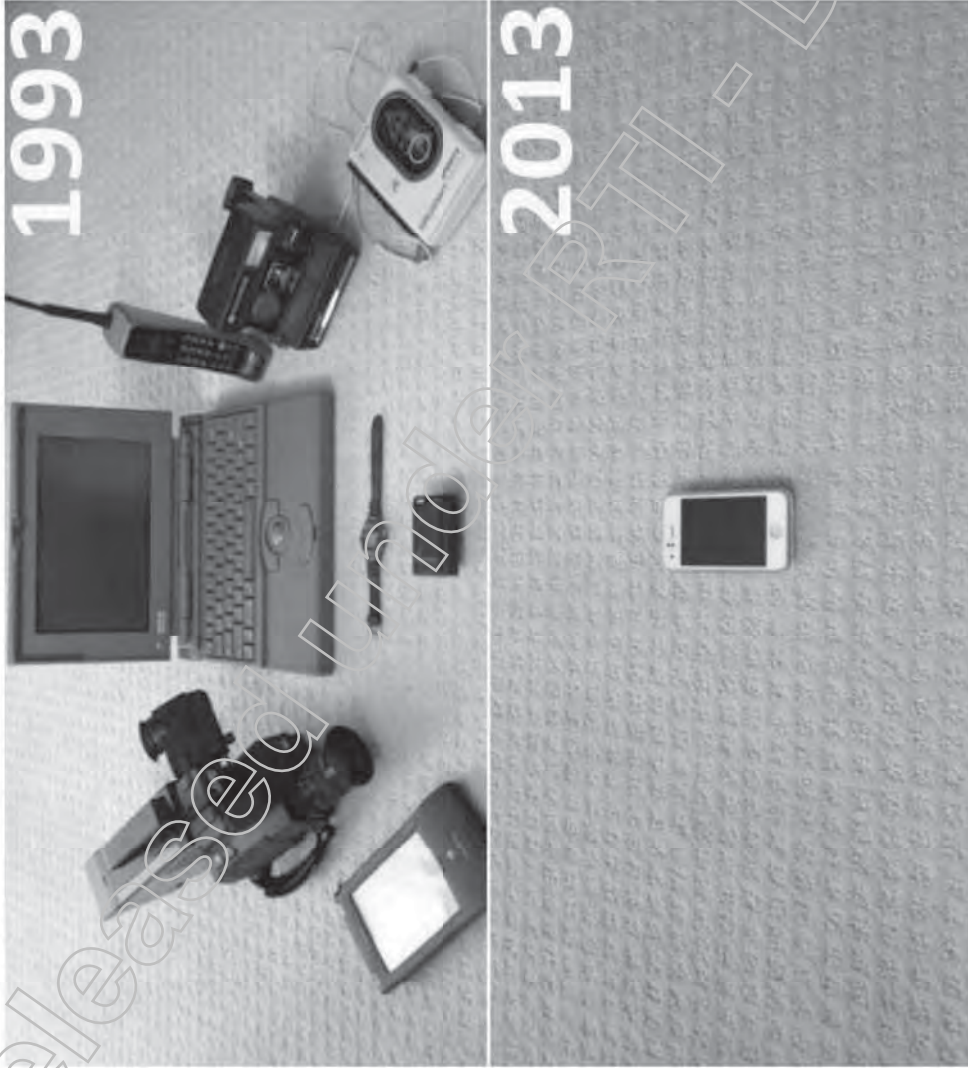


Know what you do!  
December, 2013





# One DSITIA : Transforming service delivery

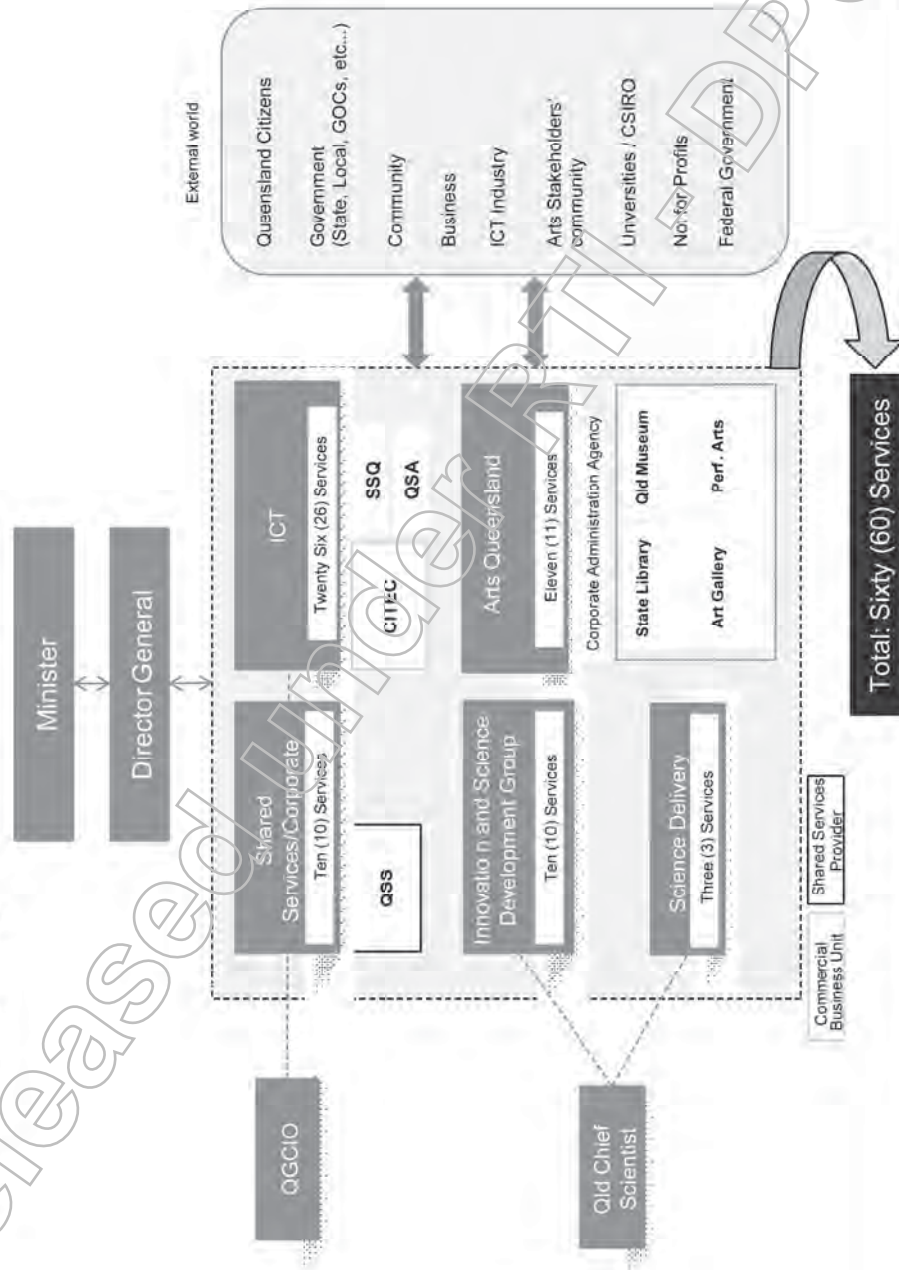


1 Sharpening the focus on creating value, collaboration and accountability

Great state. Great opportunity.

# The current service delivery model is function-driven and not geared to maximise the creation of value

DSITIA current operating model



60 services have been identified across DSITIA with varying level of definitions of 'what a service to the customer is'

## Customer service mix + value :

- Customer experience is **fragmented** and driven by the respective functions
- There is a **lack of collaboration** across the various functions (defensive position rather than collaborative, outward looking)
- The physical **dispersion** of the various teams across multiple buildings and locations does not foster a 'one culture' nor do the separate legacy systems.
- **Value propositions inconsistently defined** and articulated across functions
- **Varied engagement approach** for managing common customers and partners across functions

# DSITIA has a strong presence in offline channels which need to increase uptake of digital and self service channels

## Offline

Queensland Shared Services	Online							Offline				
	Web	Email	Social Media	Intranet	Digital	Self Service	Workshop	Exhibition <sup>1</sup>	Phone	Letter	Face to Face	
CITEC	✓	✓				✓			✓	✓	✓	
QSA	✓	✓			✓		✓	✓	✓	✓	✓	
Smart Services Queensland	✓	✓	✓			✓	✓	✓	✓	✓	✓	
ICT Strategic Sourcing		✓							✓	✓	✓	
Innovation and Science Development	✓	✓	✓		✓		✓		✓	✓	✓	
Science Delivery	✓	✓	✓	✓		✓	✓		✓	✓	✓	
Arts	✓	✓	✓		✓		✓		✓	✓	✓	
CAA	✓	✓				✓			✓	✓	✓	

Note: Table built from data received. Usage and customer experience information is not consistently recorded/reported across portfolios

Area of opportunity

4 Source: OneDSITIA data request responses, August 2013  
1) e.g. public viewing of State records



# To inform the design of the OneDSITIA service delivery model, 200 staff were engaged across DSITIA with input from externals

## Step 1: scoping exercise

- Involved:
- ▶ 15 one-on-one interviews
  - ▶ 1 leadership strategic workshop
  - ▶ High level review of available strategic, financial and operational documents

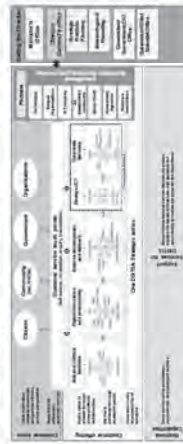
Strategic purpose defined

DSITIA's Strategic Purpose Statement

*"The purpose of DSITIA is to*

**enable a creative, connected and clever Queensland**

Operating model schematic drafted



## Step 2: Design of the OneDSITIA service delivery model – 7 weeks

- ▶ 5 Think Tank workshops (7 members) • Open design room



- ▶ 12 Visioning workshops and validation sessions (circa 100 participants)
- ▶ 4 external contributors

- ▶ 10 additional working and information sessions with key stakeholders

• Dedicated Yammer community



- ▶ 1 preparation walk-through to PSRB representatives

- ▶ 1 Cross-Department workshop with representatives from Health, TMR, DNRM, DATSIMA and DEWS



## Our customers are our priority - our value propositions

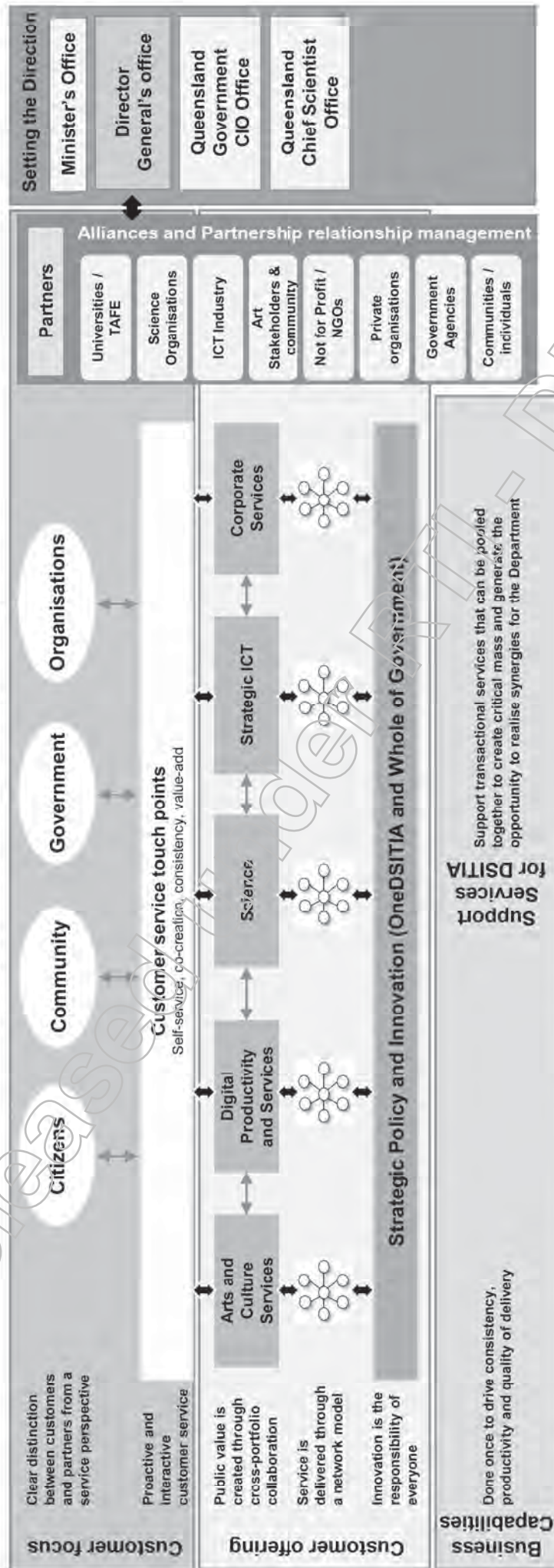
- ▶ The value proposition is the promise of value that an organisation will deliver to its customers. A value proposition statement is clear, simple with a focus on the outcome to the customers
- ▶ The value propositions for each of the four identified customer groups of DSITIA are summarised below



Our People value proposition will need to be defined to answer the question "why work at DSITIA?"

# The future OneDSITIA service delivery model is focused on execution, collaboration and accountability

Figure 4: Future OneDSITIA service delivery model



# For each portfolio, 10 service delivery capabilities have been grouped across 3 levels and are to be measured by up to 12 progressive KPIs

## The building blocks to successful service delivery

- What to focus on and in what order
- Sequencing of capabilities by portfolio

### Example: Corporate Services capabilities

- To leverage corporate services information and capability to successfully deliver cross-Government initiatives
- To continuously renew Corporate Services function in Queensland Government
- To disseminate meaningful insights (business and operational) to our customers to inform, act and innovate
- To create more value for both our customers and Corporate Services through innovative service offerings (new, complementary, bundled)
- To deliver innovative outcomes for Government agencies through collaboration with other DSTIA portfolios and/or external partners
- To deliver trusted and convenient corporate services to Government agencies
- To enable easy access to a trusted and evolving corporate services knowledge base
- To operate with a commercial mindset (e.g. charge for different service levels)
- To connect, grow networks and develop effective partnerships
- To attract and nurture a diversified pool of talent (staff)



## Sharpening the focus

- Progressive KPIs and targets at a portfolio level to drive accountability, ownership and transparency

### Example: Corporate Services progressive KPIs

Sequenced capabilities	Proposed KPIs	Commentary
<ul style="list-style-type: none"> <li>• To leverage Corporate Services information and capability to successfully deliver cross-Government initiatives</li> <li>• To continuously renew Corporate Services functions in Queensland Government</li> <li>• To disseminate meaningful insights (business and operational) to our customers to inform, act and innovate</li> </ul>	<ul style="list-style-type: none"> <li>• Number of cross-Government initiatives</li> <li>• To be confirmed</li> <li>• Net Promoter Score</li> </ul>	<ul style="list-style-type: none"> <li>Measure of quality to be determined over time as the capability matures</li> <li>The extent to which customers would promote or recommend the service</li> </ul>
<ul style="list-style-type: none"> <li>• To create more value for both our customers and Corporate Services through innovative service offerings (new, complementary, bundled)</li> <li>• To deliver innovative outcomes for Government agencies through collaboration with other DSTIA portfolios and/or external partners</li> <li>• To deliver trusted and convenient corporate services to Government agencies</li> <li>• To enable easy access to a trusted and evolving corporate services knowledge base</li> </ul>	<ul style="list-style-type: none"> <li>• % of new revenue from services less than two years old</li> <li>• Number of cross-DSTIA initiatives</li> <li>• Customer satisfaction</li> <li>• % of repeat users</li> </ul>	<ul style="list-style-type: none"> <li>Revenue may be used as a proxy</li> <li>Measure of quality to be determined over time as the capability matures</li> </ul>
<ul style="list-style-type: none"> <li>• To operate with a commercial mindset (e.g. charge for different service levels)</li> <li>• To connect, grow networks and develop effective partnerships</li> <li>• To attract and nurture a diversified pool of talent (staff)</li> </ul>	<ul style="list-style-type: none"> <li>• Cost to serve</li> <li>• Value for money</li> <li>• Number of new innovative service offerings generated through the network</li> <li>• Staff engagement</li> <li>• Labour productivity</li> </ul>	<ul style="list-style-type: none"> <li>How best to measure value for money to be determined</li> <li>SLAs are a measure of compliance</li> <li>Staff capability profiles to be determined for new value proposition</li> </ul>





## The future of DSITIA will be different

### DSITIA today

- ▶ A collection of portfolios with a business model and identity challenge
- ▶ Fragmented, with mixed customer experience driven by siloed functions
- ▶ Inconsistent approach to service delivery and customer engagement
- ▶ Collaboration and innovation not enshrined in organisational culture
- ▶ Major role in administering and managing grant funding
- ▶ Unknown or insufficiently benchmarked value for money performance metrics
- ▶ Inconsistent capabilities to meet current and future needs

### DSITIA tomorrow

- ▶ A creative, connected and clever Department
- ▶ Common purpose with defined, targeted customer value propositions
- ▶ A recognised 'central agency' for co-creating value
- ▶ Enabling service delivery through networks
- ▶ Innovation: the responsibility of everyone
- ▶ Leading role in connecting solutions providers to deliver customer outcomes
- ▶ Actively promote cross-DSITIA collaboration
- ▶ Value for money performance at all levels and in all functions of the Department
- ▶ The right capabilities to deliver the right services

## One DSITIA – renewal pros and cons

Accelerated transformation needs consistency of language, approach and courage. Size of change agenda cannot be underestimated. Workshop (and visibility) of new Capability and KPI model sets the blue print. Ensuring Portfolios have access to adequate change management resources is critical.

PSRB challenge is for DSITIA to make the thinking and strategy real. Common Management Framework is critical – lived experience of the organisational KPIs – must ensure data is able to be reliably collected, measured, analysed and communicated.

Staff Engagement – communication and engagement with the operating model essential to successful delivery. Important to share quick wins, share key innovation stories and renewal learnings.

Cultural Renewal loses momentum – Mitigated by Portfolio Appointments, engagement of delivery partner to initiate skills transfer.

Customers not engaged with our Road Map. Immediate need to engage the four customer groups in next 100 days.

# Improving access to clinical services in Queensland

**Dr Michael Cleary**  
Acting Director-General



Great state. Great opportunity.

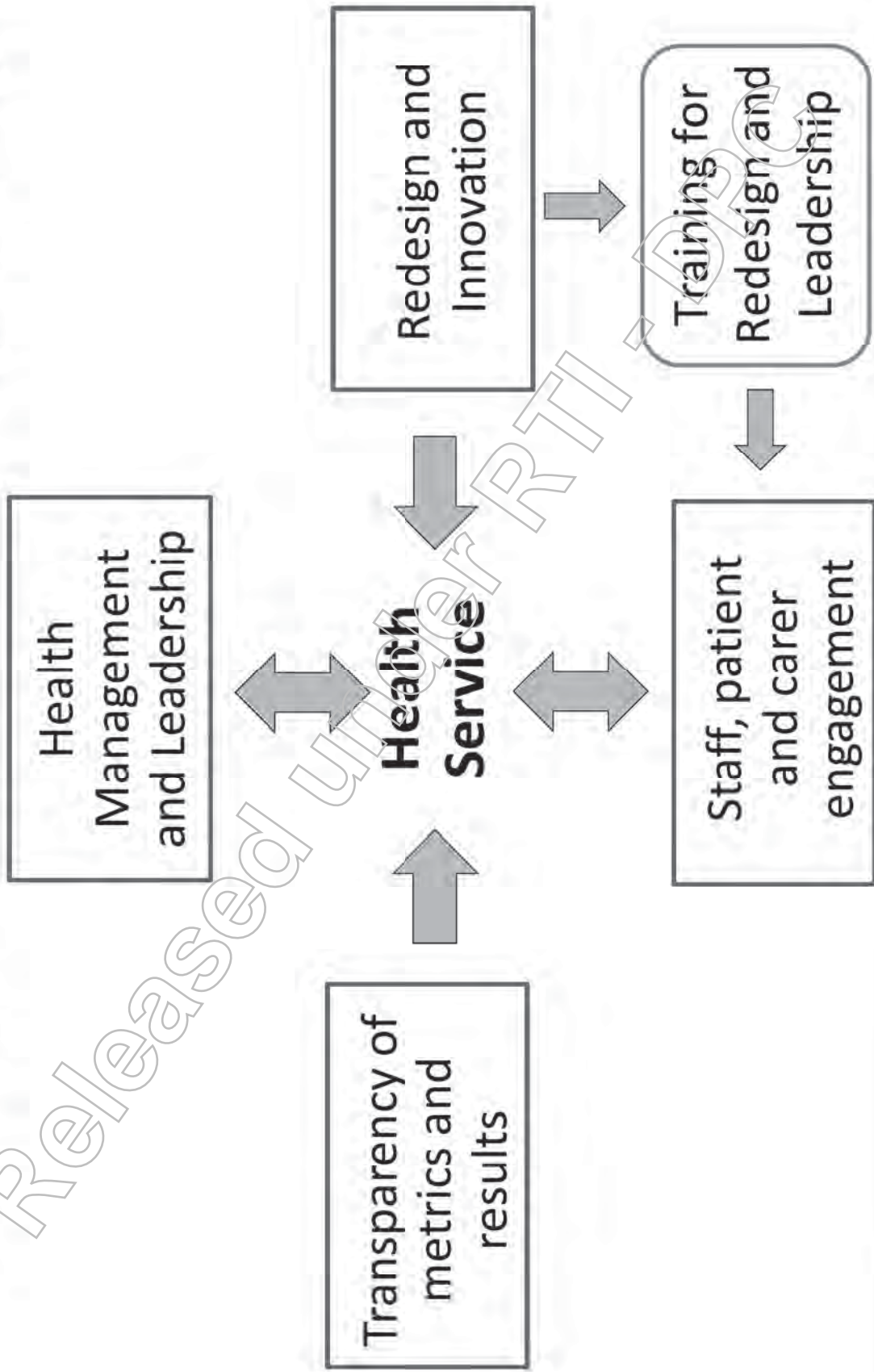
# Context

- **2011 National Emergency Access Target (NEAT)**
  - overall NEAT 62% - 5<sup>th</sup> nationally
  - Worst performing Australian hospital at 27%
- **2011 Ambulance Bypass in SEQ**
  - Frequently over 500 hours per month
  - ‘Ramping’ issues reported in the media
  - ‘Lost time’ for ambulance staff stuck on the ramp
- **Almost 7,000 ‘long wait’ elective surgery patients at the start of 2013 (NEST)**

# Major challenges & opportunities

- Increasingly difficult targets / expectations
- Rising demand for services – eg high growth in ED presentations compared to national average
- Contestability agenda
- Restructures – new identities, new relationships
- “Generational change”

# The approach to driving change



# Redesign and Innovation

- Clinical services redesign methodology is fairly broad and uses various business process improvement approaches (e.g. Lean, Theory of Constraints, etc.)
- Approach to large projects:
  - Local governance and leadership
  - Seconded project teams (including DoH staff)
  - External support to guide, mentor and coach



# Redesign and Innovation

- Health Innovation Fund to drive the adoption / trialling of new models and expansion of proven success
  - Innovation
  - Scale and/or scalability
  - Return on Investment (5:1)
  - Capability and track-record



# Major activities

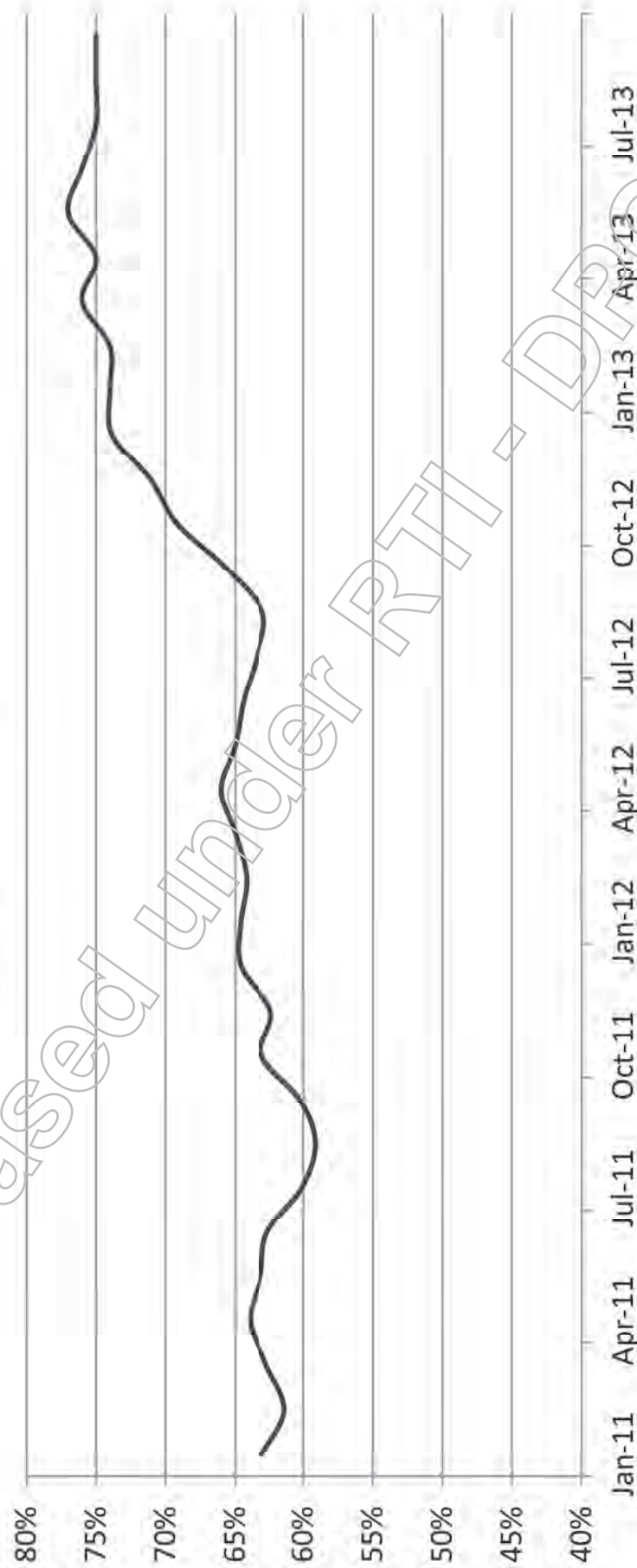
- Clinical Services Redesign Program
- Standardisation of Short Stay Units
- Electronic Patient Journey Boards
- 'Patient Flow Manager' software
- Metropolitan ED Access Initiative (MEDAI)
- Patient Access and Flow Health Service Directive

# Case study

- Arose from the 'TEMPO' redesign project
  - 6 month clinical service redesign methodology
  - Engaged >400 staff across RBWH
  - Diagnose core issues in patient access / service efficiency
  - Design pragmatic and simple solutions within current resources
  - Implemented over 100 service improvement changes across 20 streams of work
  - Utilised internal RBWH staff coupled with external process redesign and change expertise (KM&T)
- 'Thermostat' - Royal Brisbane and Women's Hospital
  - Model of front-loading senior decision making
  - NEAT improve from a baseline of 54% to 78%

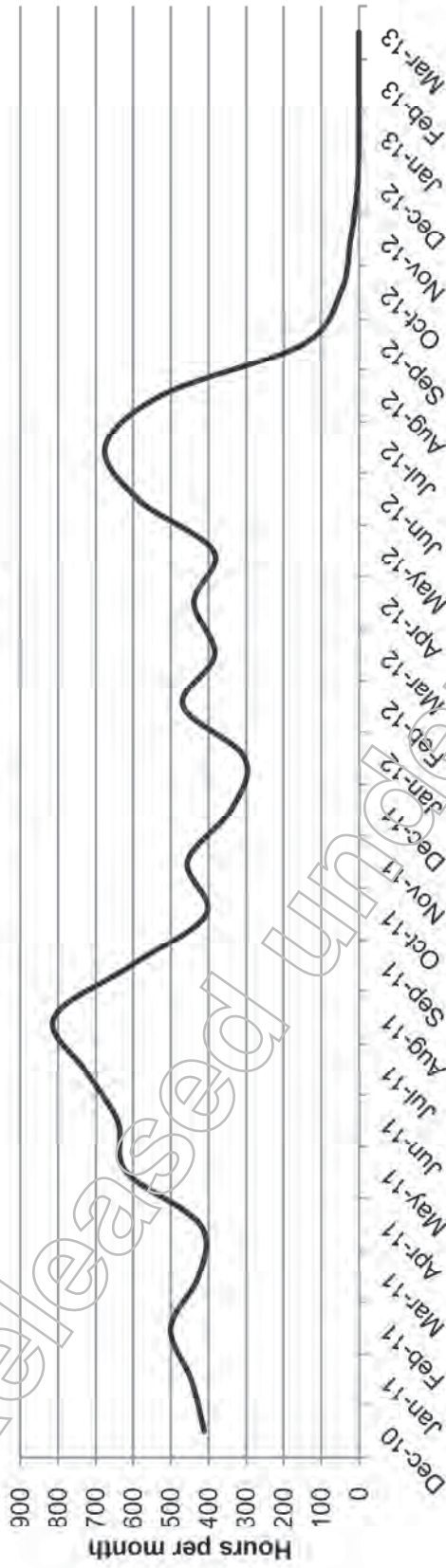
# Our results – NEAT

NEAT performance



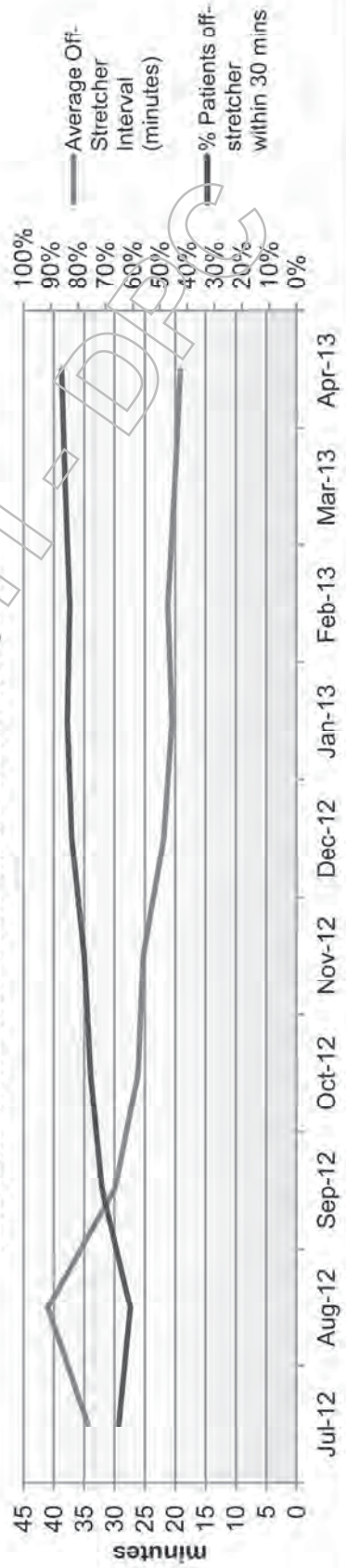
# Our results – QAS

## ED Bypass - Queensland

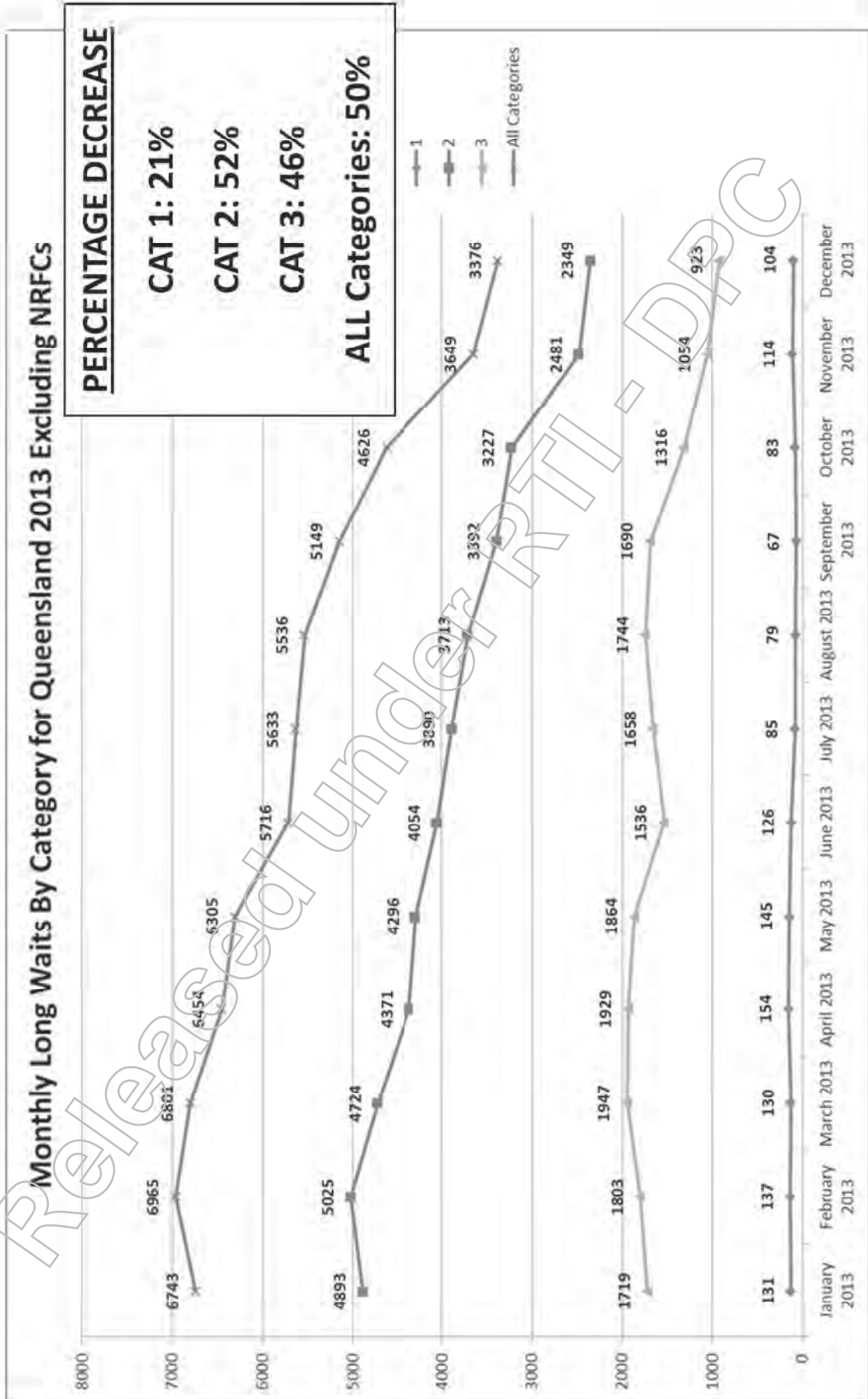


## Ave Off-Stretcher intervals & % of Patients Off-Stretcher in <30mins

### Brisbane Metro North and Metro South Hospitals



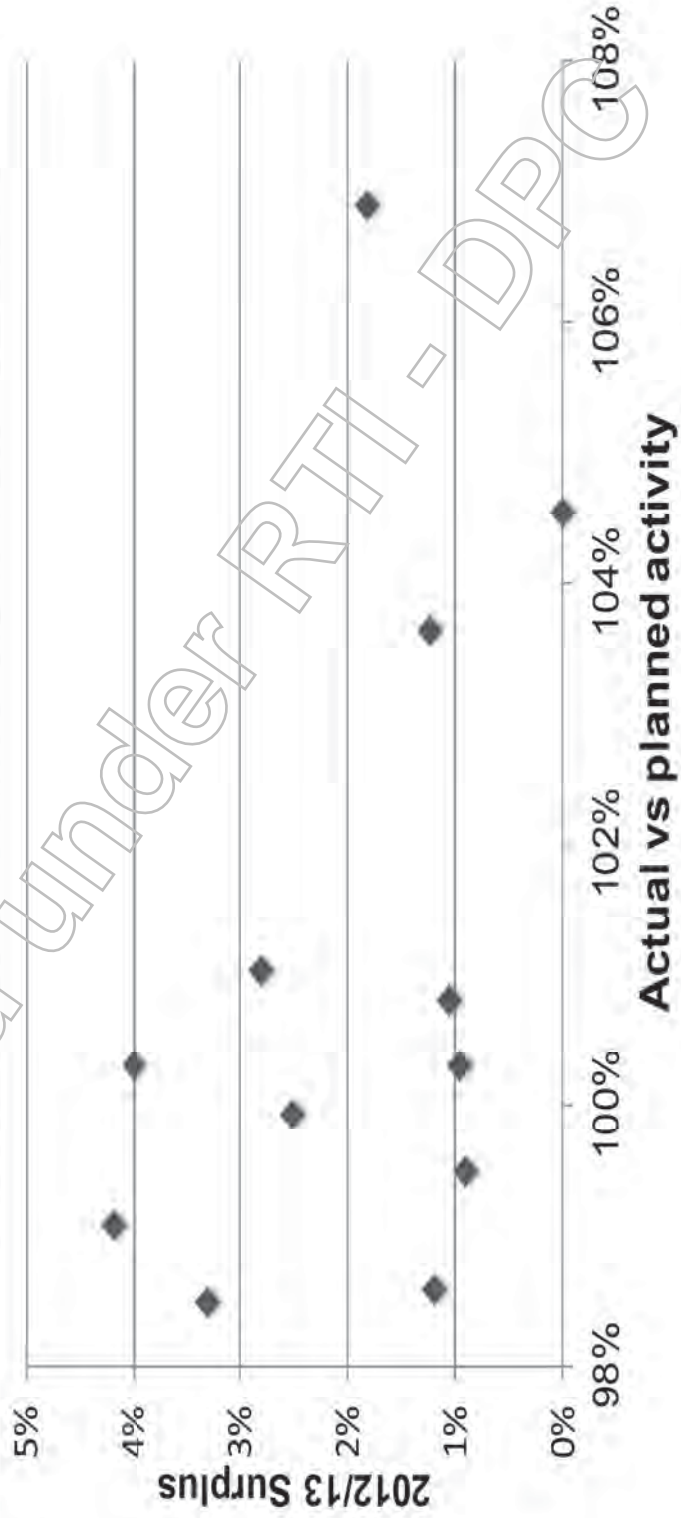
# Our results – NEST



# Our results – Financial

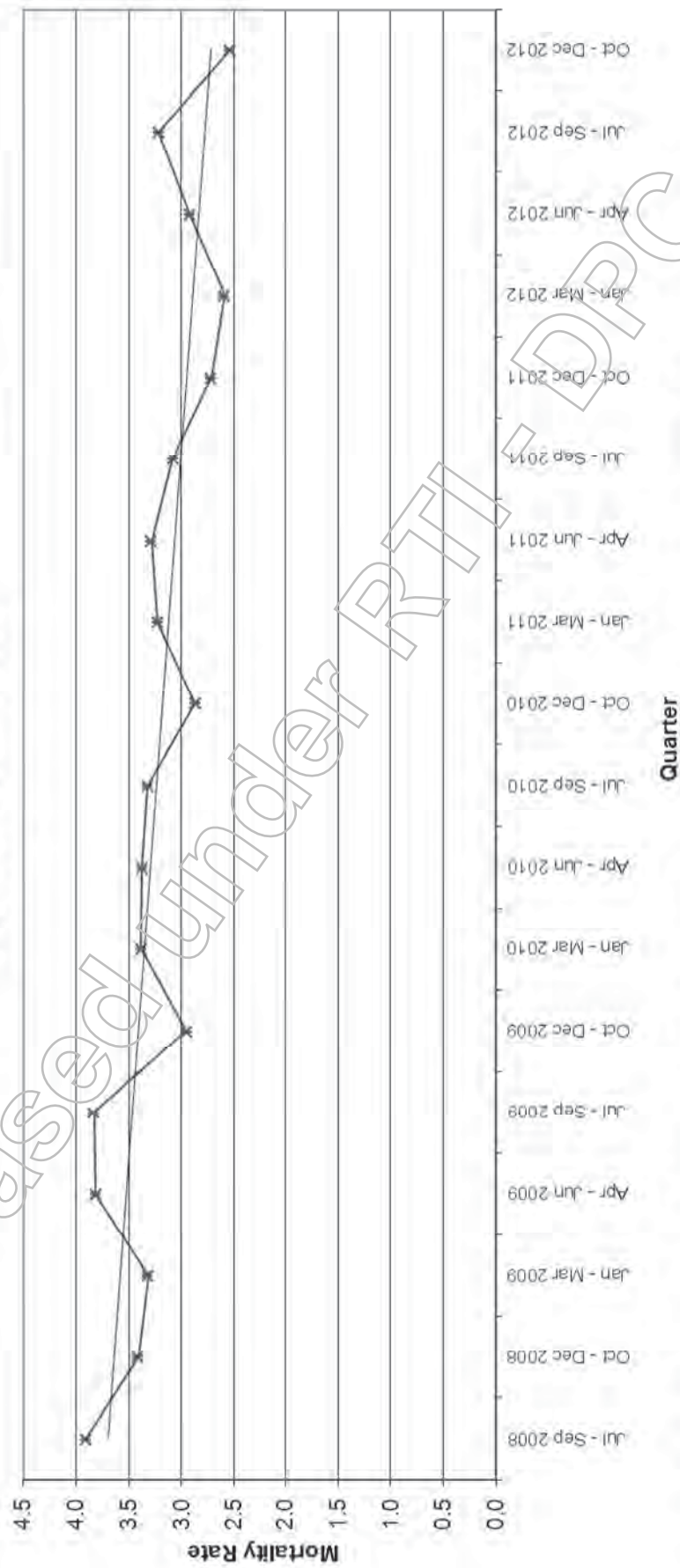
- All HHSs deliver a budget surplus for the first time in recent decades

Hospital and Health Service performance 2012/13



# Our results – standardised mortality

Quarterly Statewide Mortality Rate of selected high risk principal diagnosis groups  
July 2008 - September 2012



Note: Selected high risk principal diagnosis are defined as acute separations with a principal diagnosis group associated with 80% of in-hospital deaths nationally

# Why has it worked?

- Part of a multi-pronged effort with patient care and patient experience at the centre of all improvements, involving:
  - Clinical leadership and engagement
  - Executive leadership
  - Strict performance standards and graded autonomy
  - Capability development and external coaching support for change management
  - Dedicated and funded time for local teams
- It's not just about a target or KPI



Released Under RTI - DPC

## Questions?

# Queensland's Renewal Program: Finding better ways to deliver better services

Ross Musgrove, Chief Operating Officer and  
Deputy Director-General Public Sector Renewal  
Department of the Premier and Cabinet

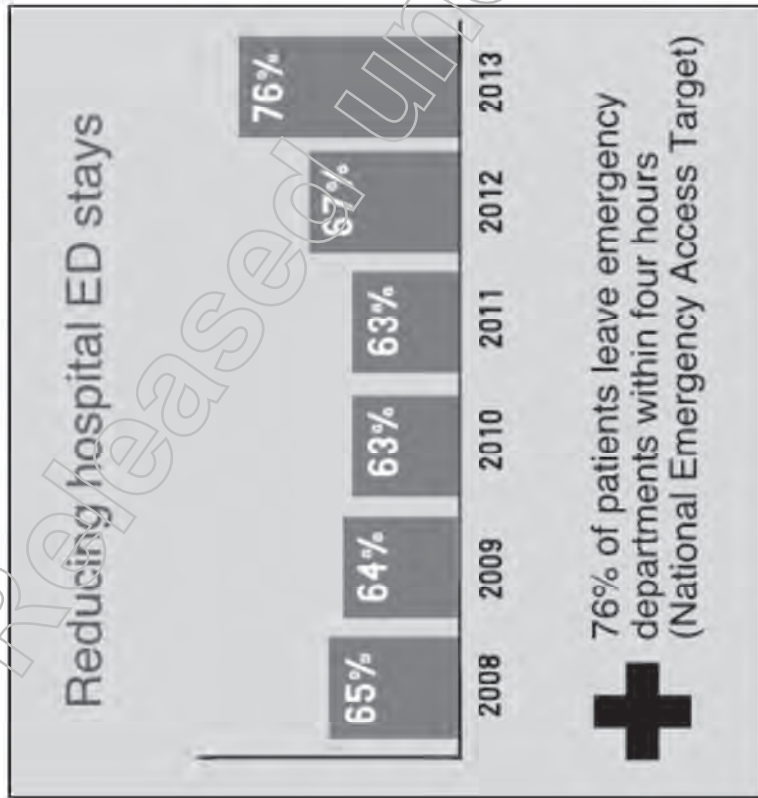
Leading Renewal Forum

11 February 2014

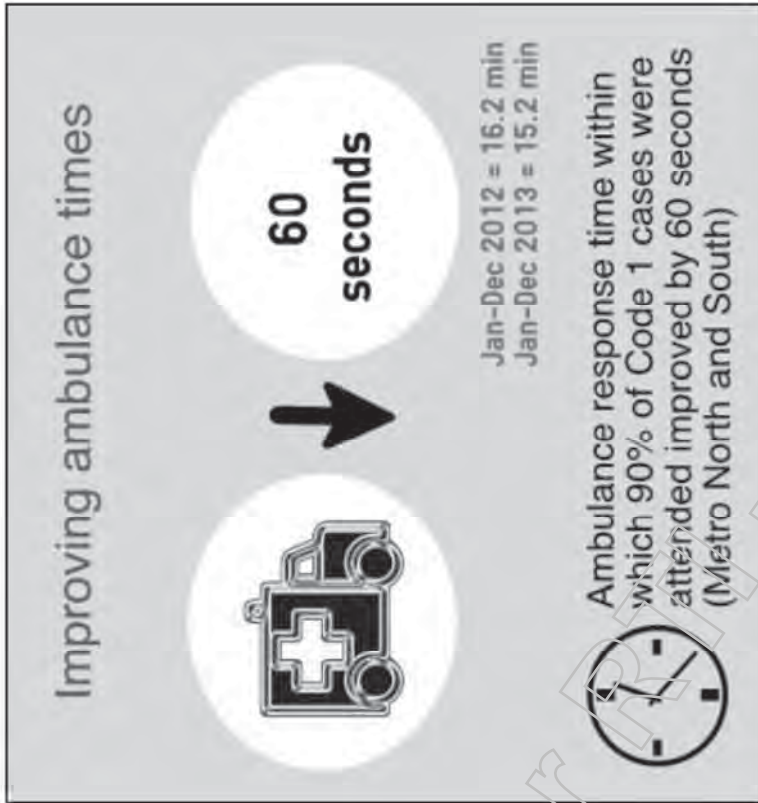
Great state. Great opportunity.



# Success: Improved health service delivery



**Up from 75% in October 2013**

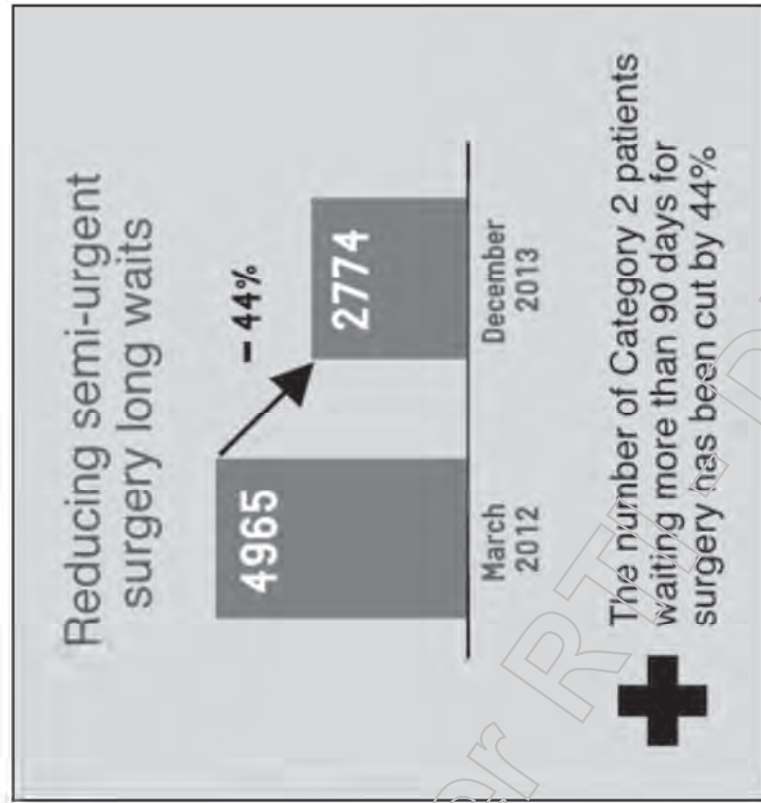
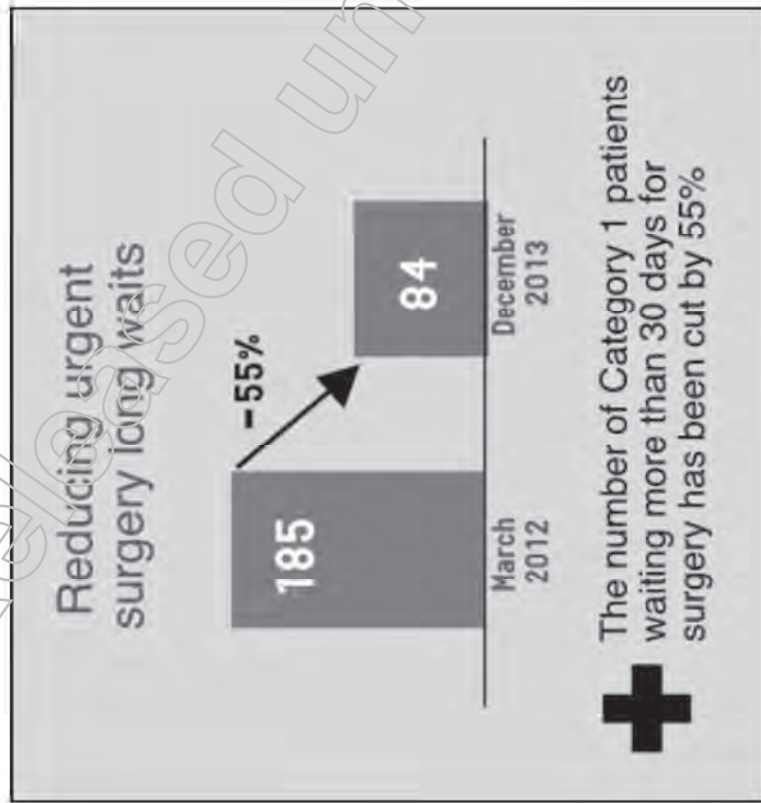


**Improved another 18 seconds since October 2013**

Great state. Great opportunity.



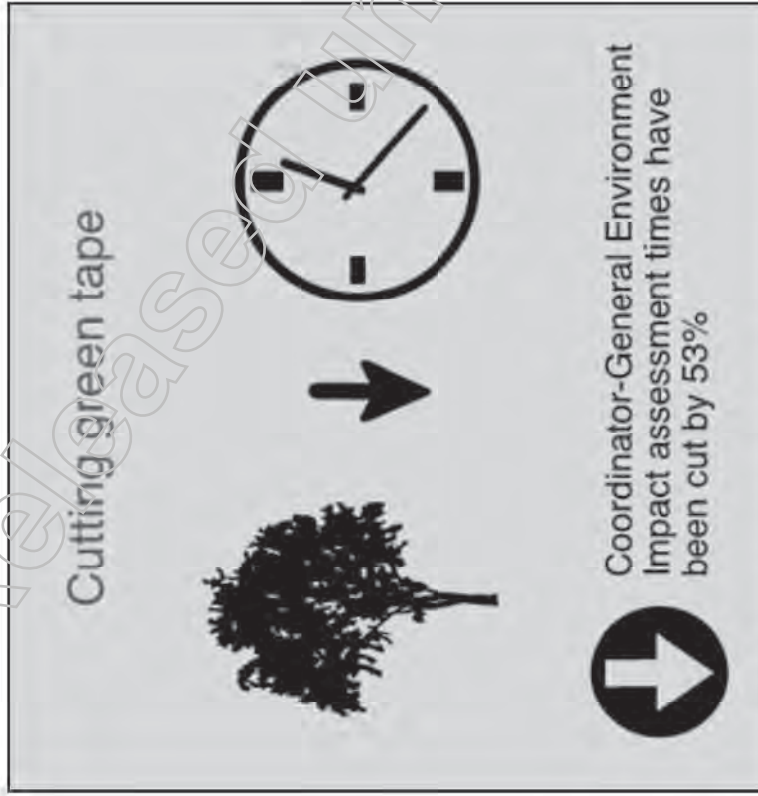
# Success: Reducing surgery long waits



Great state. Great opportunity.



# Success: Delivering investment certainty




- The Coordinator-General has made **263 statutory decisions** (4 April 2013 to 4 February 2014)
- Increase in decision making of **2.5 times** the previous rate
- Assessment timeframes **cut by 53%** for coordinated projects
- Public service understanding the need to compete for projects and project investment

Compared with a 50% reduction in assessment times in October 2013

Great state. Great opportunity.



# Success: Cutting red tape



Delivering better planning

State Assessment and Referral Agency

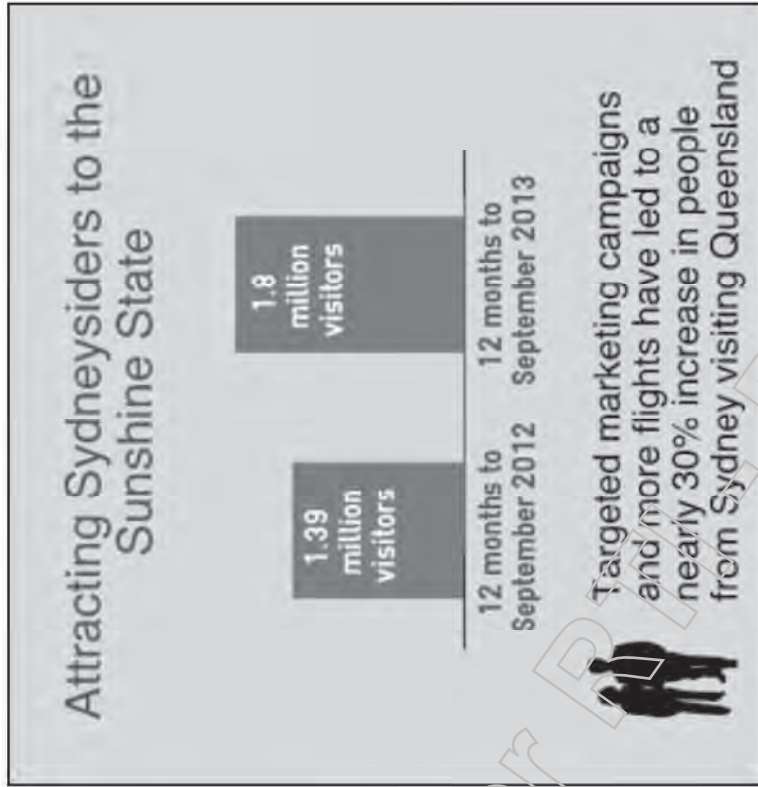
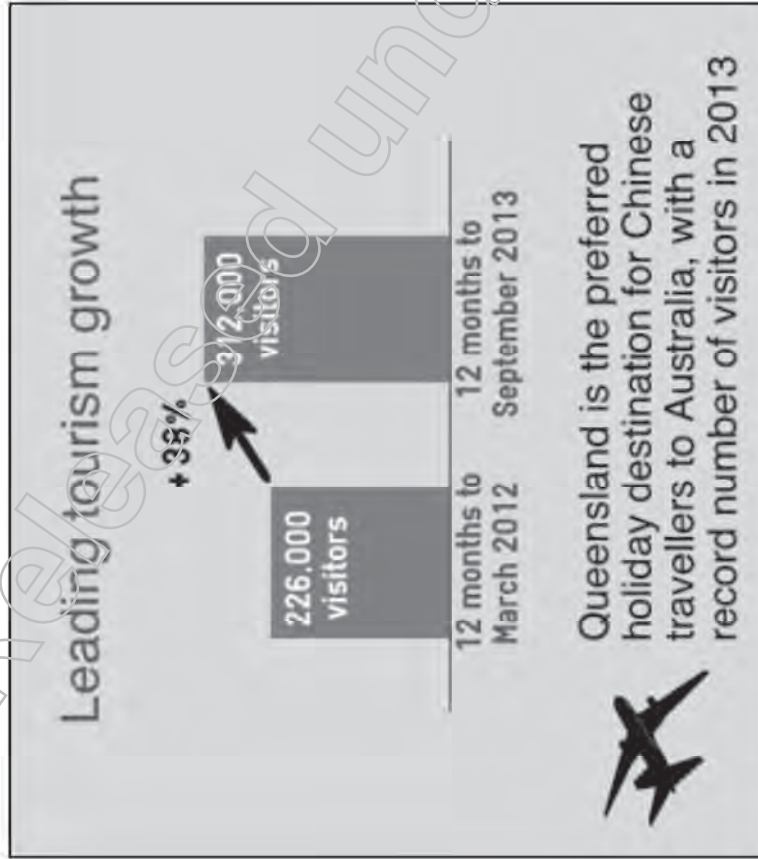
Businesses and councils deal with one agency rather than up to seven for project applications, saving time and money

- State Assessment and Referral Agency launched 1 July 2013
- A beverage company wanting to expand operations had to obtain approval from **five agencies – now just one**
- More than **3150 applications** lodged using online system between 1 July 2013 and 31 January 2014

Great state. Great opportunity.



# Success: Boosting Queensland's tourism industry

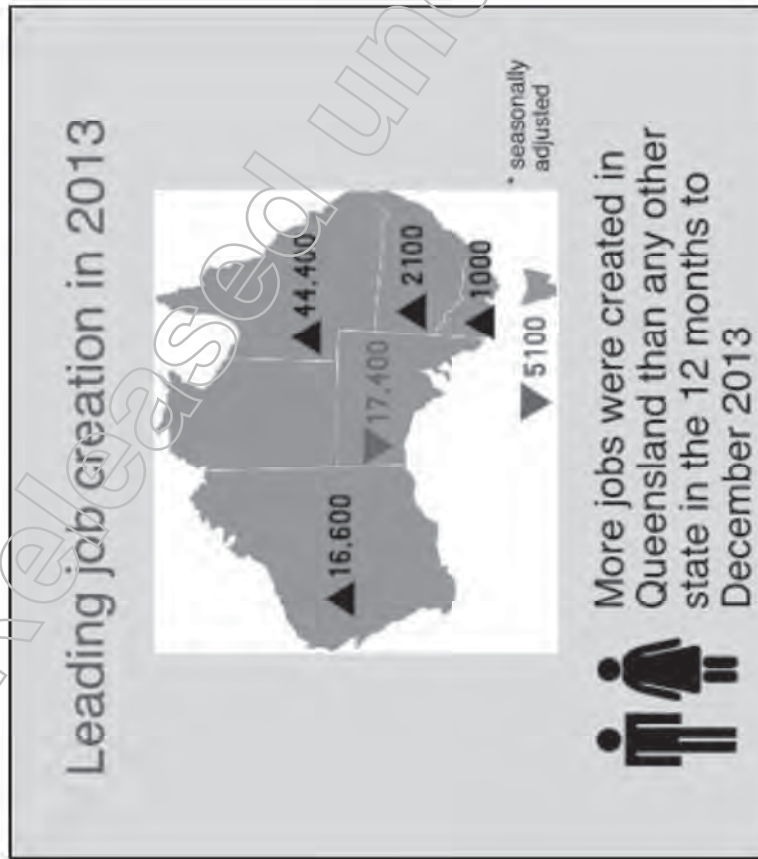


Plus three integrated resorts

Great state. Great opportunity.



# Success: Supercharging Queensland's economy



Great state. Great opportunity.





# Whole-of-government customer satisfaction survey

- First commissioned in December 2012
- Commissioned for the second time in late 2013
- Survey is based on the views of 2000 Queensland residents
- Survey includes interviews with residents of WA, SA, VIC and NSW to allow for high level interstate comparisons
- Full results of 2013 survey to be published soon – survey indicates an improvement in satisfaction across a range of services

# Public Sector Renewal Board

## Priorities for the next 12 months

- Process redesign
- Engagement with Renewal Oversight Committee on agency strategic assessments and blueprints
- Multi-jurisdictional engagement
- Productivity and markets

## Process redesign

- Some of the best improvements in customer service identified in 2013 came from process redesign
- All departments will be encouraged to pursue:
  - Customer/externally focused processes
  - Internal processes
  - Multi-agency processes, where possible
- Departments will be asked to present process redesign opportunities to the Public Sector Renewal Board

## Renewal Oversight Committee

- Working to identify areas of focus for next 12 months
- Agencies are responsible for providing
  - updates to their Detailed Agency Implementation Plans
  - copies of their monthly exception reports
- Renewal Champions Forum on 21 February
- Community of Practice forum on 25 February
  - including Market Sounding Presentation from QTC

## Further information



### Email Public Sector Renewal

[RenewalProgram@premiers.qld.gov.au](mailto:RenewalProgram@premiers.qld.gov.au)



### Visit the Renewal extranet

<http://renewal.govnet.qld.gov.au>



### Subscribe to the *Renewal Update* monthly e-newsletter


From the home page of the Renewal extranet

## Renewal Forum – 20 May 2014 DNRM's Renewal Story


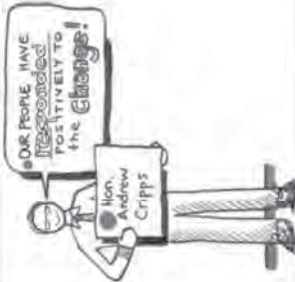


The presentation timeframe is 30 mins with 15 mins allocated for question time.

Attendees will be provided with the following in hard copy:





- Summary version of the Blueprint
- Fast facts

Theme	Speaking points	Visual to be used in Prezi
<p><b>Introduction</b></p> <p>1 min</p>	<p>Over the past couple of years there has been a clear and urgent call for change in the Queensland Public Service. It has sparked all of us into action.</p> <p>Since that initial spark I have been focused on building the momentum by giving people a vision and ensuring they have the leadership, environment, tools, systems and process to take the change agenda further.</p> <p>This is our renewal story so far</p>	
<p>1 min</p>	<p>DNRM offers many services to the people of Queensland and to business and industry. We also have a strong international focus in terms of building interest and confidence in the State's natural resource potential.</p>	<p>Montage of our services</p>


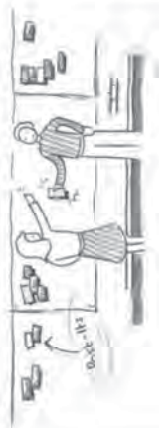
<p>1<sup>st</sup> Frame</p> <p>"setting the scene"</p>	
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<p><b>Burning platform burning Ambition</b></p> <p>2 mins</p>	<p>My reform focus is on creating a platform that gives people the opportunity to internalise the vision and the autonomy to develop their own burning ambition.</p> <p>In this presentation I will describe the platform created to sustain change and business improvement over the long term.</p>	
<p><b>Working closely with the Minister</b></p> <p>1 min</p>	<p>Our Minister, the Honorable Andrew Cripps has been actively involved in not only setting the direction of DNRM but also helping me to lead the cultural change.</p> <p>His call to action is about building on our strong base of natural resource management and making sure we are doing the best we can for our customers.</p>	
<p><b>Acknowledge Dan Hunt</b></p> <p>2 mins</p>	<p>In that vein, I want to acknowledge the first steps in DNRM's reform journey which were taken by Dan Hunt. First steps are vital because they set the tone going forward and Dan took some considered and brave steps.</p> <p>Possibly the greatest area of reform was changing the relationship between the policy and service delivery groups. Our regional delivery staff are closest to our customers and thanks to the changes Dan made they now have a stronger voice in policy development.</p>	
<p><b>My challenge</b></p> <p>3 mins</p>	<p>The challenge for me coming into DNRM was to work out "how" we could continue to build on the past and drive change through the agency.</p> <p>My approach has been to:</p> <ul style="list-style-type: none"> <li>• Set a clear strategy through a vision of the future;</li> <li>• make sure the structure is aligned to deliver that strategy</li> <li>• then with a clear vision and the right structure, support people to create a culture that works toward high performance, lives the values and that people are proud to be a part of.</li> </ul> <p>I'll now share with you some of the "how" as well as what I've learnt along the</p>	


	way.
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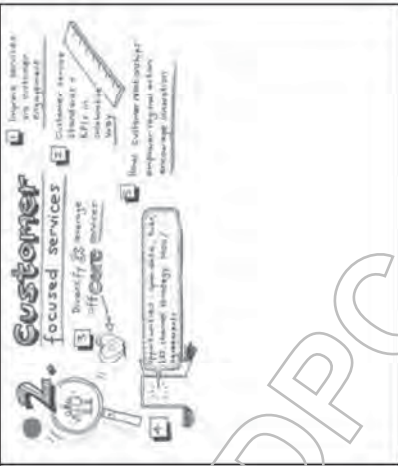
<p>2<sup>nd</sup> frame "the how"</p>		
<p><b>The vision</b> 2 min</p>	<p>Campbell Newman and our Minister Andrew Cripps have a vision for the public service. We have been working toward those reforms and achieved a lot already but I wanted to make sure we are all on the same journey, that we are all on the same mission and getting the most out of our intellect and resources.</p> <p>The Blueprint was developed over a couple of months and I think the visual element that supports our Blueprint says it all. The three circles represent our key service areas: water (blue), land (green) and resources (red). The visual reinforcement of our blueprint shows they are interconnected and that they are absolutely integral to the success of this great state.</p>	 
<p><b>Sharing the vision and engaging our people</b> 5 mins</p>	<p>Bringing this vision to life in the organisation has been a very considered and strategic process.</p> <p>Rather than talking about the content because I know you've each received a copy, I want to share a short animation we've developed for staff to share the intent of the Blueprint.</p>	
<p><b>Leadership transformation</b> 3 mins</p>	<p>I now want to talk with you about two key enablers for creating the burning ambition we need to sustain change: building my leadership team and unleashing potential across the business.</p> <p>My leadership team is absolutely integral to sharing the themes in the Blueprint and</p>	

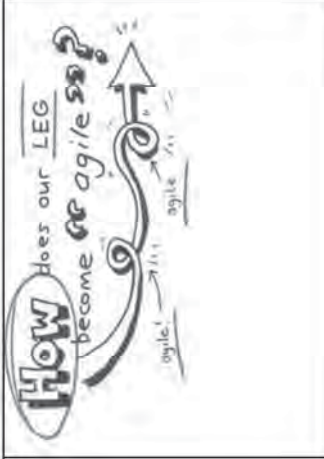


	<p>more importantly for contextualising them.</p> <p>This has been challenging because DNRM is an organisation that is used to focusing on tasks, strategies the "how" and running with it. This has been a very different experience for everyone because I'm only giving them the end game and the "why" and I'm asking them to work out how we get there.</p> <p>The SES leadership team work shopped the Blueprint collectively for three days. As a leadership team we sought to not only understand what it meant for our activities but to also understand what sort of leadership group we needed to be to make this happen.</p> <p>Within a month of the Blueprint release all 2,000+ staff from across the agency were involved in workshops</p>	
<p><b>Why Agile?</b> <b>Unleashing potential</b> 5 mins</p>	<p>The development of public service values has been a significant achievement for the PSC. Everywhere I go I see them on walls, on signature blocks and at people's desks. Our people believe in them and I think their display of them shows they use them as a constant reminder of what we are striving for.</p> <p>I wanted to accelerate the process of embedding these values so late last year I introduced people to the concept of "Agile".</p> <p>Agile is a way of doing things that constantly focuses on three questions:      "is this what my customer wants?"      "am I delivering value?"      "is this the best approach?"</p> <p>It's about bringing teams together, investing in them to operate at maximum capacity by creating a shared purpose and identity. It's about shared accountability and questioning everything – everyone has a voice.</p> <p>This has been about giving people not just permission to live the values but also tangible tools to make it happen. As I said earlier, we're an organisation that's very good at "doing".</p>	
<p><b>Agile in practice</b></p>	<p>Since November this investment has made significant returns. In the Water business we have introduced legislation in 4 months rather than 18. We have kicked</p>	<p>Agile stand up video</p>

<p>5 mins + Video 2mins</p>	<p>off the development of a 30 year resources plan, ResourcesQ with eight other Ministers and peak resource industry groups. We are bringing together people from different aspects of the business from policy, legislation, compliance, service delivery and removing silos.</p> <p>A key criticism of the department was that it moves too slowly. Agile has not only helped us to speed up decision making, it has also helped us to make better decisions. Decisions that are understood by staff, have considered the customer or stakeholder's needs and that add value to what we are trying to achieve.</p> <p>I have a short film to show you what Agile is. It includes my ResourcesQ team's wall where work is visually displayed and regularly updated. I know I can walk in at any time to see how the work is progressing and if there are any blockages I can help to remove them.</p> <p>The second part of the video shows senior leaders from both policy and service deliver coming together to lead our Water reforms.</p>	
---------------------------------	---	--

<p><b>3<sup>rd</sup> frame</b> "Lessons learnt and Where to from here"</p> <p><b>Lessons learnt</b></p> <p><b>Three themes:</b></p> <ul style="list-style-type: none"> <li>• Pulse check regularly</li> <li>• Market achievements</li> <li>• Adopt new culture and values</li> </ul> <p>5 mins</p>	<p><b>Pulse check regularly:</b></p> <p>Sometimes you think you've worked out the perfect recipe but you can't be complacent. Our Mining task force originally developed a 3 year plan for reform which industry and cabinet signed off on. The reality however was that sections of industry weren't happy, something that we were not getting from the peaks, but industry players were accessing government. I short, it blind sided us.</p> <p>It forced us to go back to the drawing board on a range of tenure related issues in Petroleum and Gas.</p> <p>We have rethought our approach, realigned our SES and are now looking at</p>	
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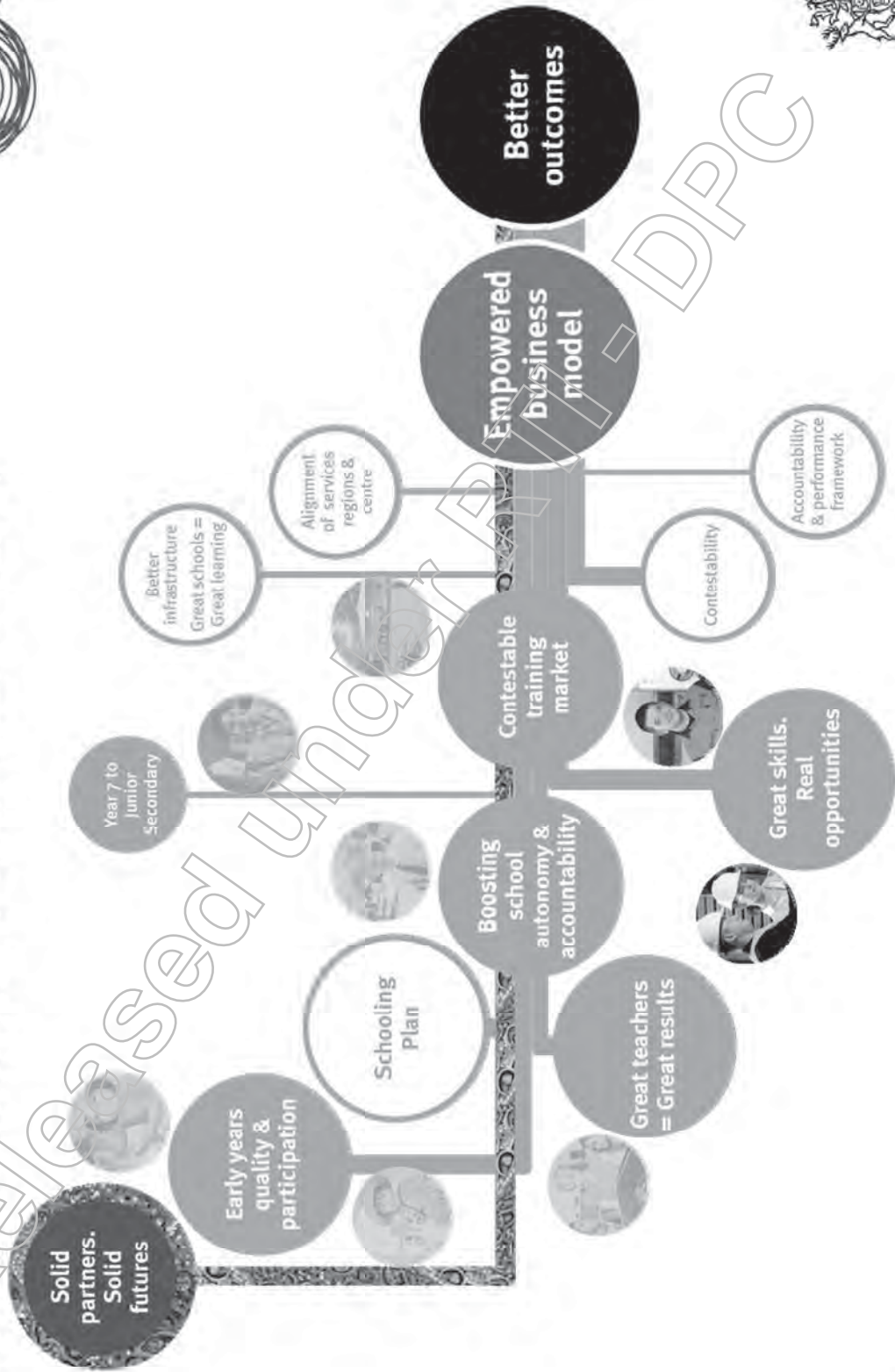
	<p>significant process reform.</p> <p>As an economic agency, a significant change for us is to be closely aligned with our industry stakeholders.</p> <p><b>Pick up our cadence</b></p> <p>As I mentioned earlier, we have proven that when we think we've done our best, we can do better. Building this belief into our culture and fully embracing the values is key to our success. Our staff have a lot to offer, Agile is about stripping away bureaucracy, listening to our people and build our cadence. We still have a long way to go but we've learnt a lot along the way that we can only keep building on.</p>	
<p>Montage of fast facts</p>	<p><b>Market our achievements:</b></p> <p>We don't do this enough. We have had such a long history as a regulator and as a steward of the state's resources. Our new focus is a significant shift. We are now in the business of being an economic development agency. To do this well we have to be across industry drivers and industry trends. We need to market our agency in terms of the value we add to the State.</p>	
	<p><b>Other leavers for change that I'm investing in include:</b></p> <p>We are finding out what our customers want and expect from us through an extensive customer engagement research project to uncover what we should be doing and establish a baseline against which we can measure improvements in our performance and the satisfaction of our customers.</p> <p>We are continually innovating: two key examples are 3D simulator at our mining training center and I'm sure you're all aware of our open data strategy through the Globe.</p>	<p><b>Next steps</b></p> <p>2 mins</p>

	
<p>I also want to invest in the capability and capacity of our people. We are building a DNRM specific capability framework that targets the skills we need for the future such as being world leaders in risk based regulation.</p> <p>I'm sure you all know how critical our people are to delivering quality services for Queenslanders. We need to invest in them so they can build their talents.</p> <p>I want my people to feel proud to work in DNRM.</p>	
<p>1 min</p>	<p>Summary</p> <p>In summary we've come along way ... but we have a long way to go yet.</p> <p>Thank you for your time.</p>

Released under RTI - DPC

# Queensland Skills Reform

Leading Renewal Forum 27 June 2014

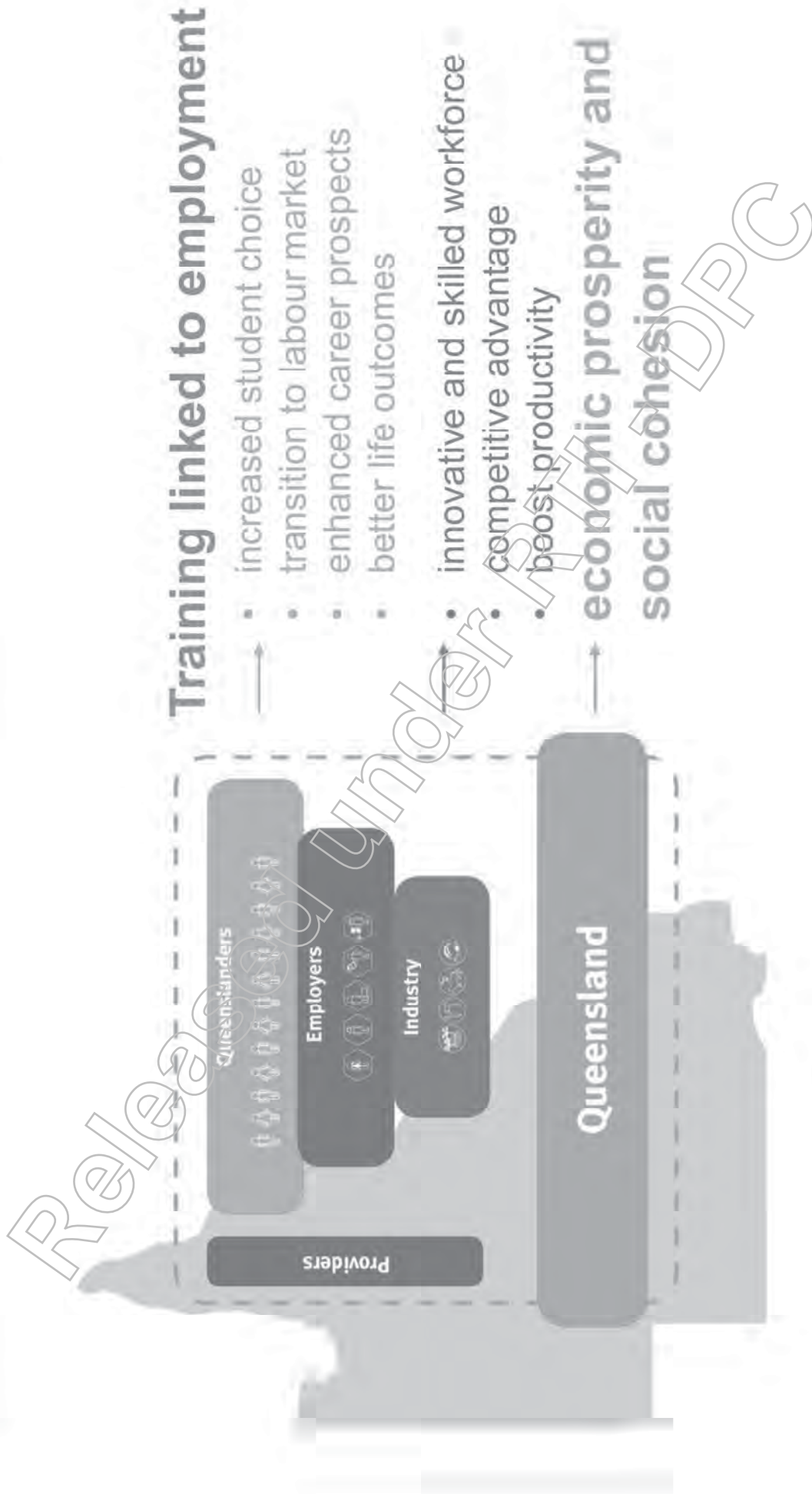


Improvements have been made



better outcomes are needed for Queensland

**Great skills. Real opportunities. focused on our customers**



**to give Queensland a first class training system**

# Learning from others

Victorian Training  
Guarantee  
2008-2012

Inadequate  
readiness

- Unsuitable pricing
- Insufficient regulation
- Poor information

Students  
disadvan-  
taged

- Entitlement wasted
- Poor training outcomes (reduced training pathways and career options)

Poor  
ROI

- Training delivered not matched to priority skills

Quality  
issues

- Profiteering providers
- Dubious quality teaching and recognition of prior learning (RPL)

Budget  
overspend

- \$800m / annum to over \$1.3b in 2011-12
- Removed \$290m from TAFE (May 2012 budget)

TAFE  
weakened

- Regional TAFEs in financial difficulty
- Reduced ability to service disadvantaged students

to understand reform risks



**Integrated strategies**

Released Under RTI - DPC

**Market design**

**+**

**Monitoring & intervention**

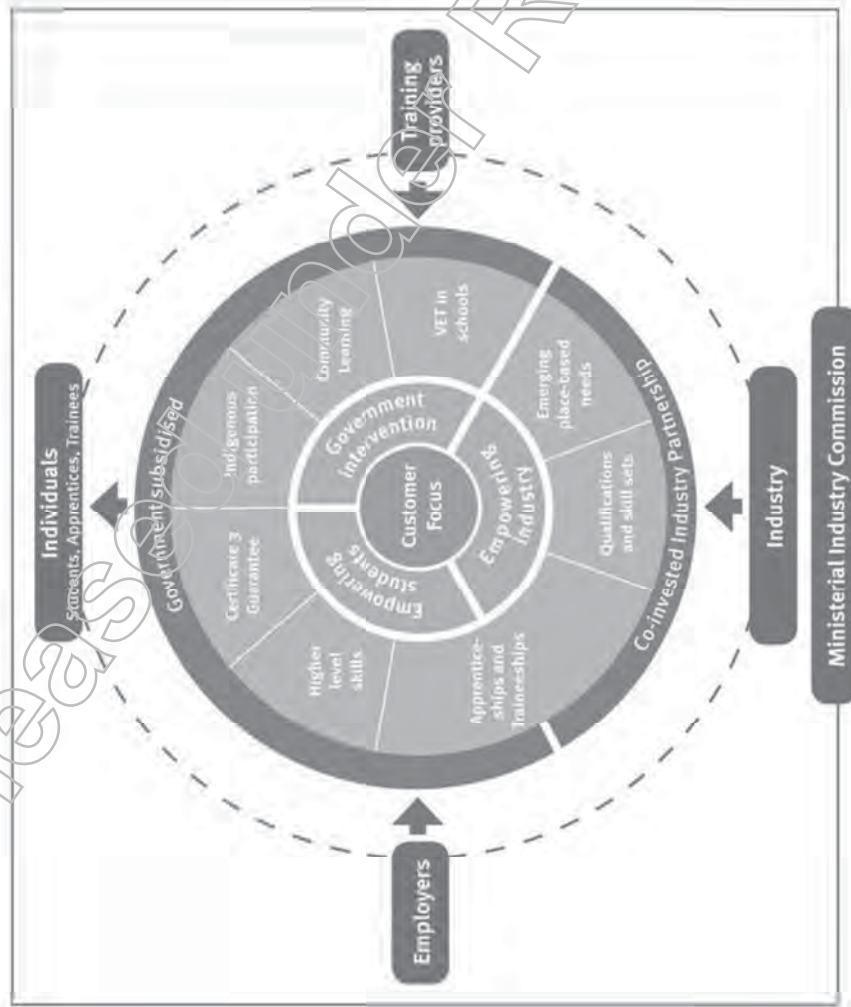
**+**

**Clear information**

**to achieve better outcomes**

# Market design

## New Vet Investment Model 100% Contestable Funding



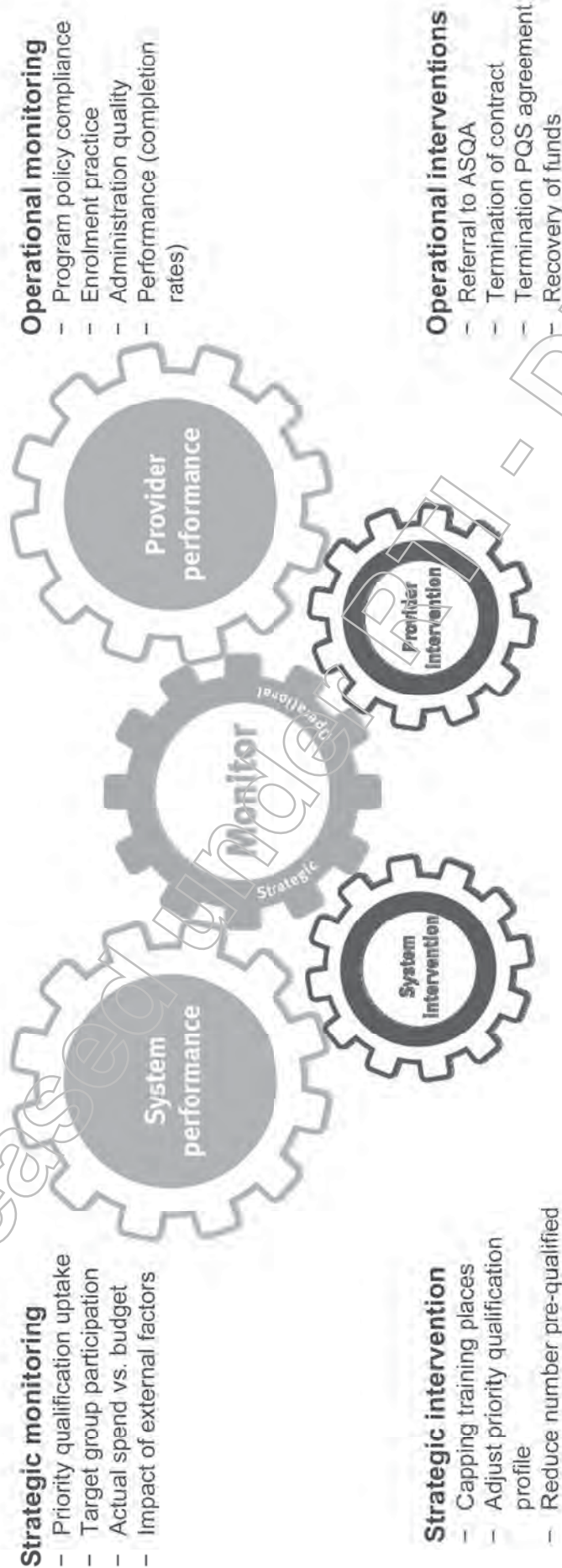
## What does it mean for our customers?

- **Empowers** individuals and employers/industry to meet their skilling needs
- **Access** to greater choice and network of quality registered training organisations
- **Improved employment outcomes**
- **Co-contribution** to cost of training
- **Fully deregulated fee** arrangements

to get the investment right

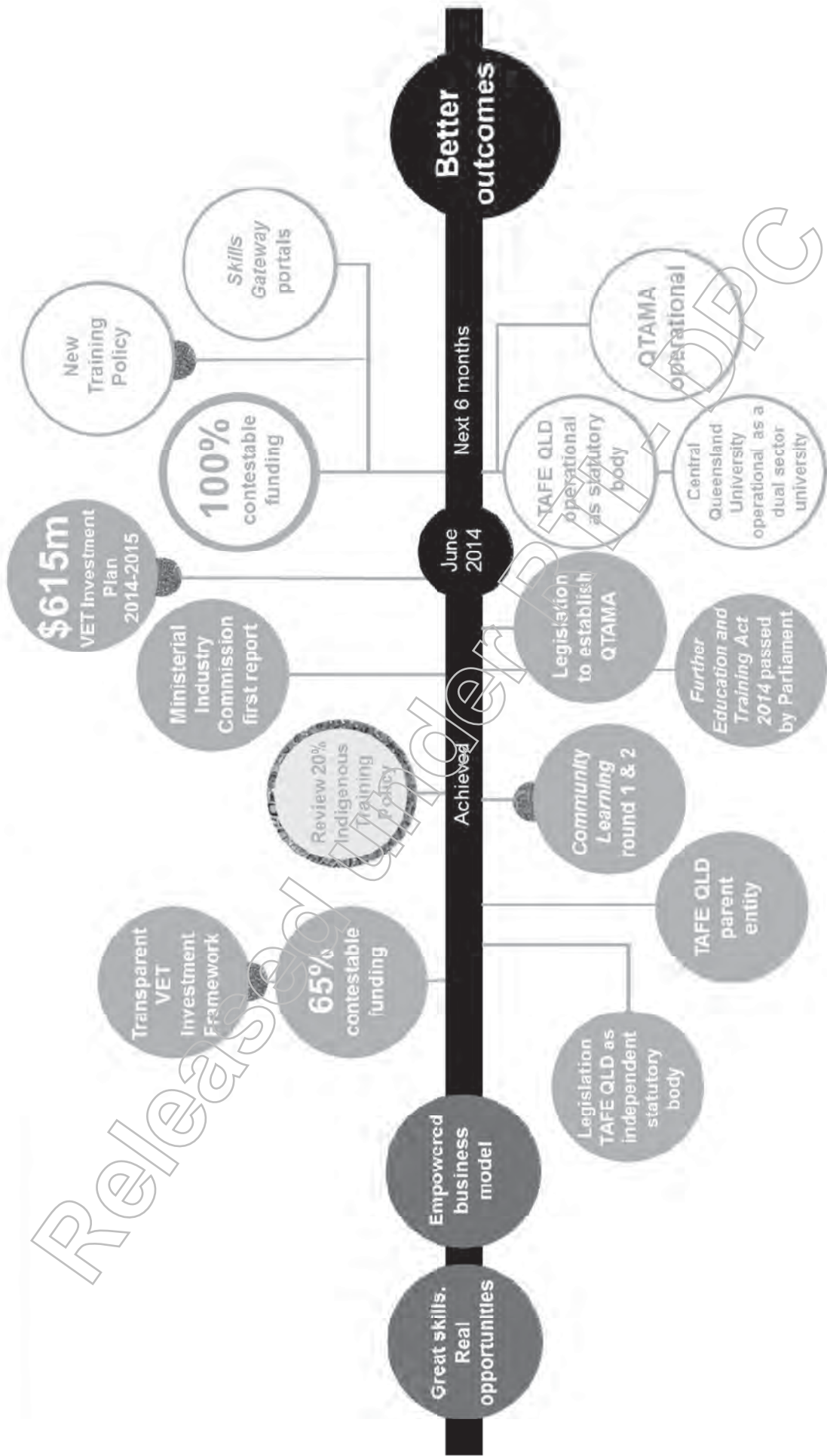
# Monitoring & intervention

## Strategic Intervention Framework



to ensure quality & equity of outcomes

We have the momentum



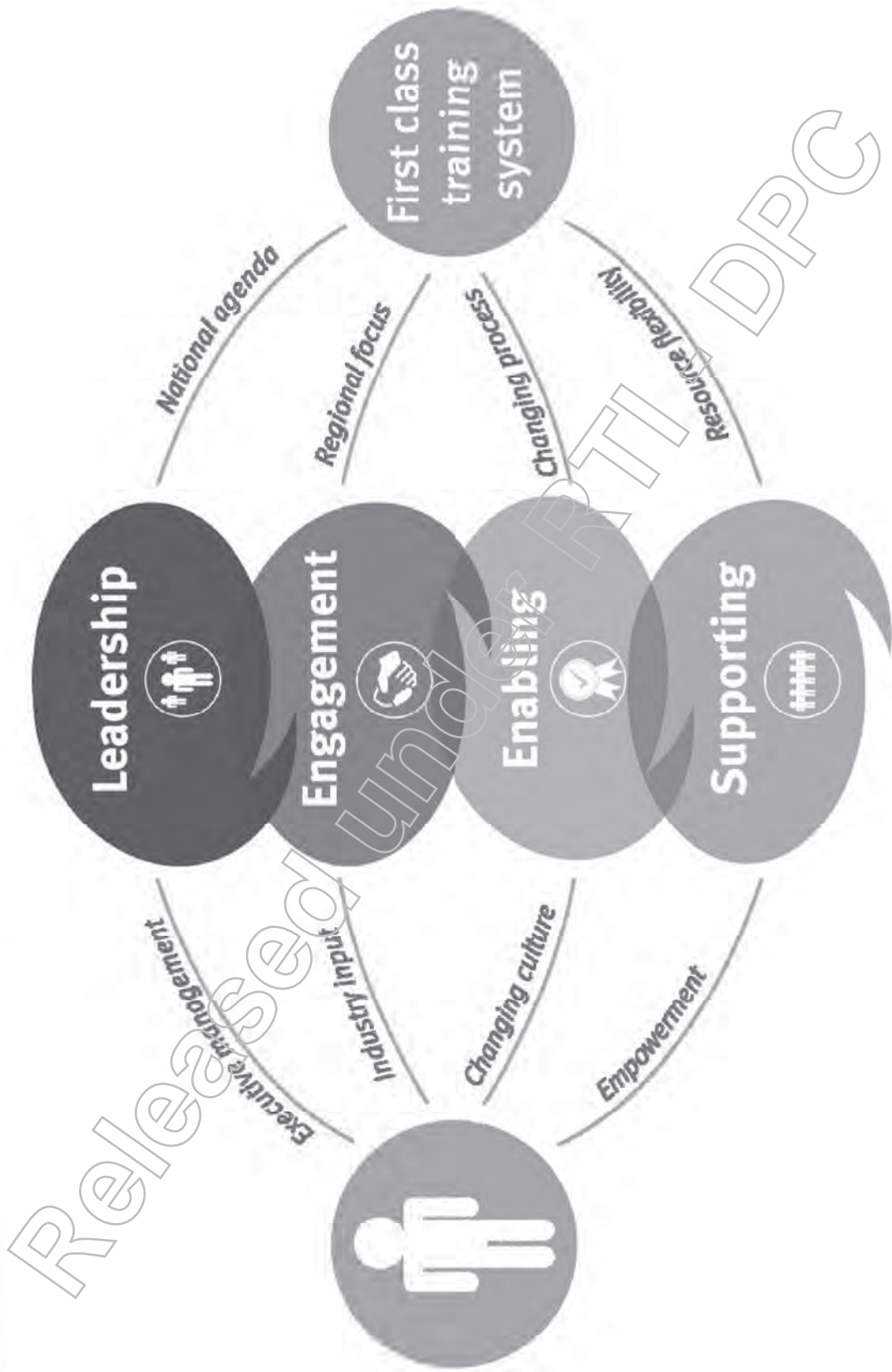
to achieve our goals for Queensland

# Significant reform



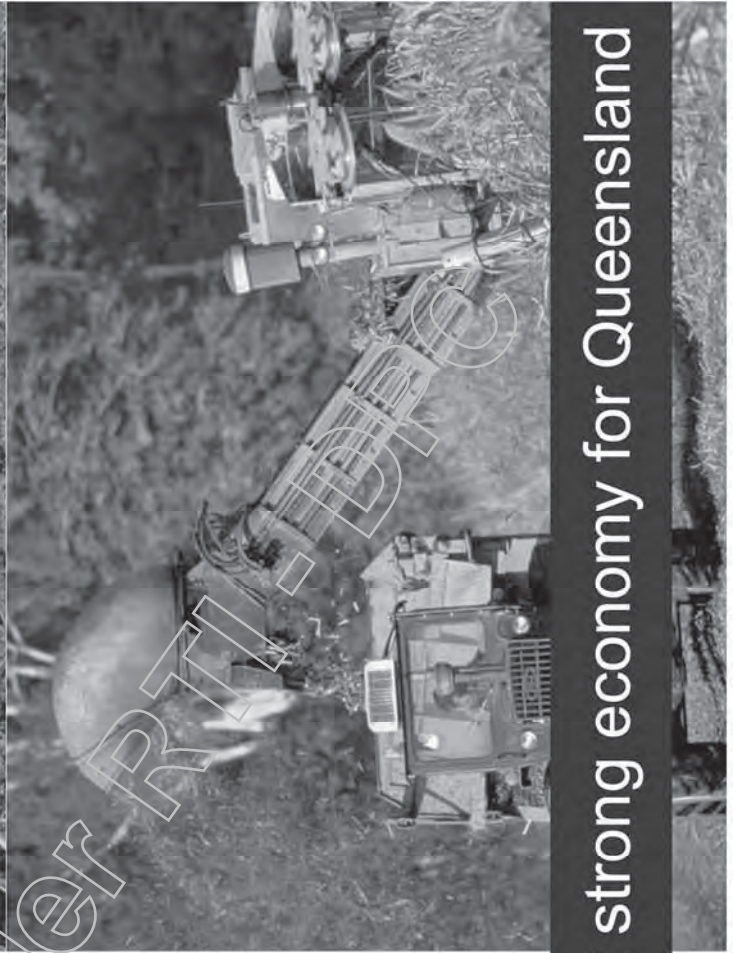
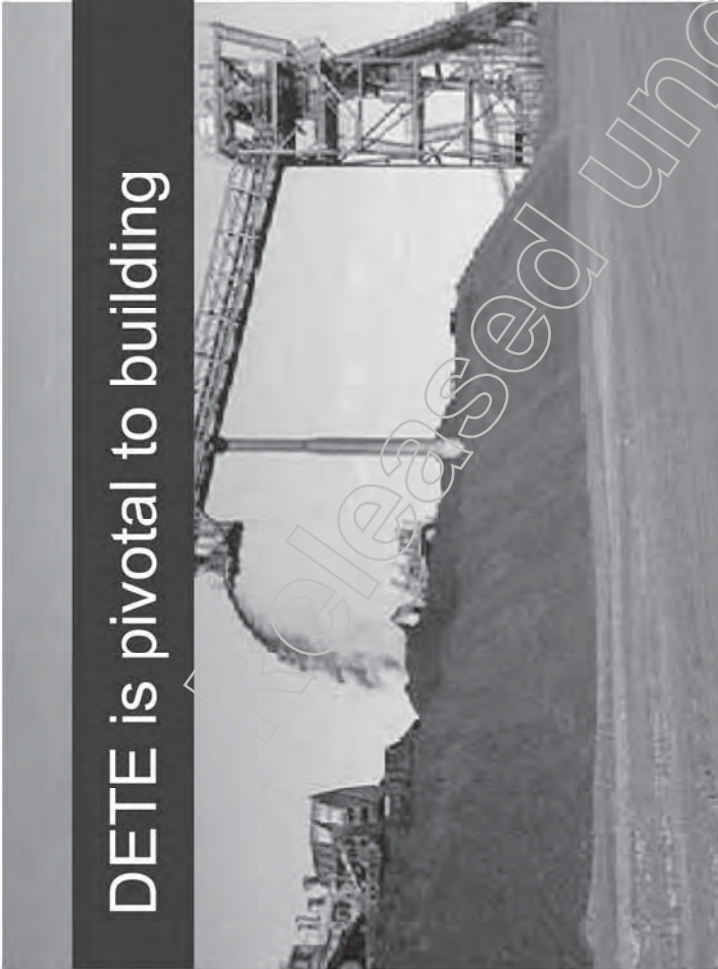
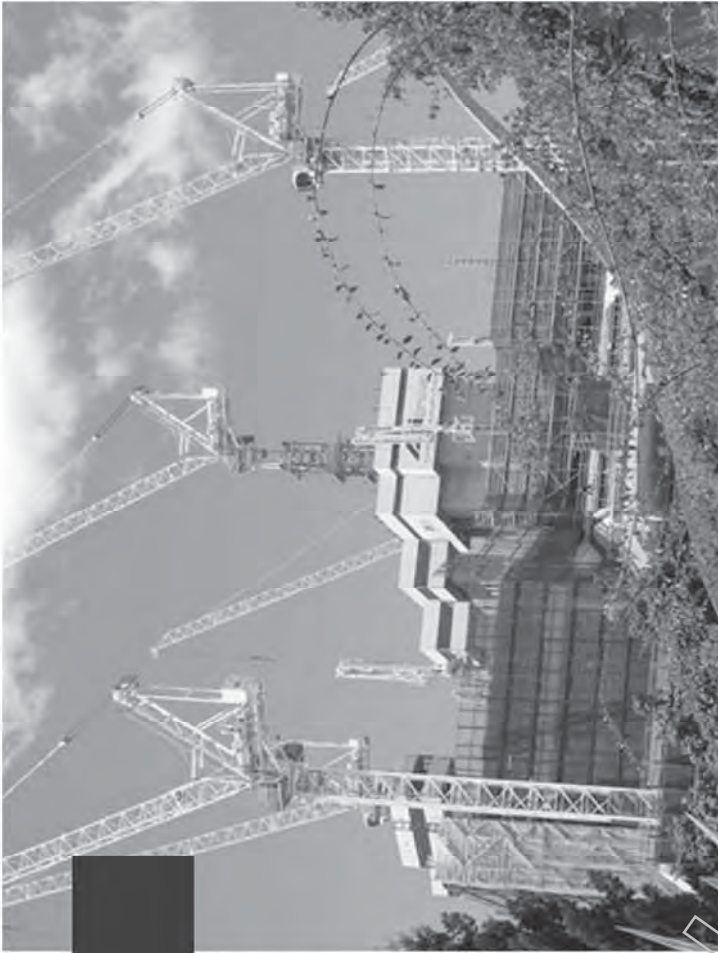
is not without its challenges

# Critical success factors



to achieving outcomes

DETE is pivotal to building



a strong economy for Queensland

# Queensland's Renewal Program: Piecing the puzzle together

Jon Grayson

Director-General, Department of the Premier and Cabinet

Leading Renewal Forum

8 July 2014

Great state. Great opportunity.





# A long term vision for our state

Created by Queenslanders, for Queensland



Great state. Great opportunity.



# Bringing the pieces of the puzzle together



Culture and Values

Workforce Strategies

Capability

Service Delivery

Contestability

Market Engagement

Great state. Great opportunity.



# Our direction: Great state. Great opportunity.

**Our goal** is to be the most responsive and respected public service in the nation. We will be more effective, deliver value for money and ultimately achieve better outcomes for Queenslanders. Queensland's public service has five organisational values that will support this goal.

**Our vision** is to be a government of the 21st century; one government that is connected and working together to deliver smarter, simpler outcomes that are responsive to the needs of Queenslanders now and for the future. We will create opportunities in partnership that are all about positive outcomes rather than just service delivery and regulation.

**Our values** are:



## Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



## Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



## Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



## Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



## Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Great state. Great opportunity.



# Workforce and capability



Great state. Great opportunity.



# Delivering the right outcomes

*The primary responsibility of the government is to ensure services are delivered, not necessarily to be the agency that actually does the delivery. It needs to be the 'enabler', not the 'doer'.*

Queensland Commission of Audit, Feb 2013



Contestability is the threat of competition

Great state. Great opportunity.



# Market engagement – building capability



**Logan Renewal Initiative**

Great state. Great opportunity.



# Keeping the momentum going



- Refresh
- Refocus
- Rethink
- Regroup
- Replan

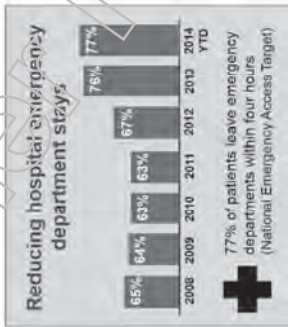
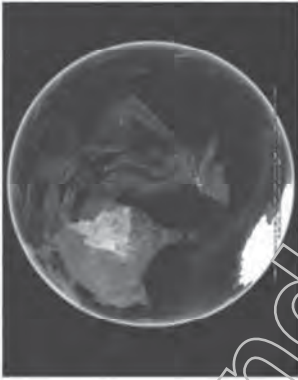
Great state. Great opportunity.

# Celebrating success



## DG Innovation Challenge Ideas Factory

Inspire Create Innovate

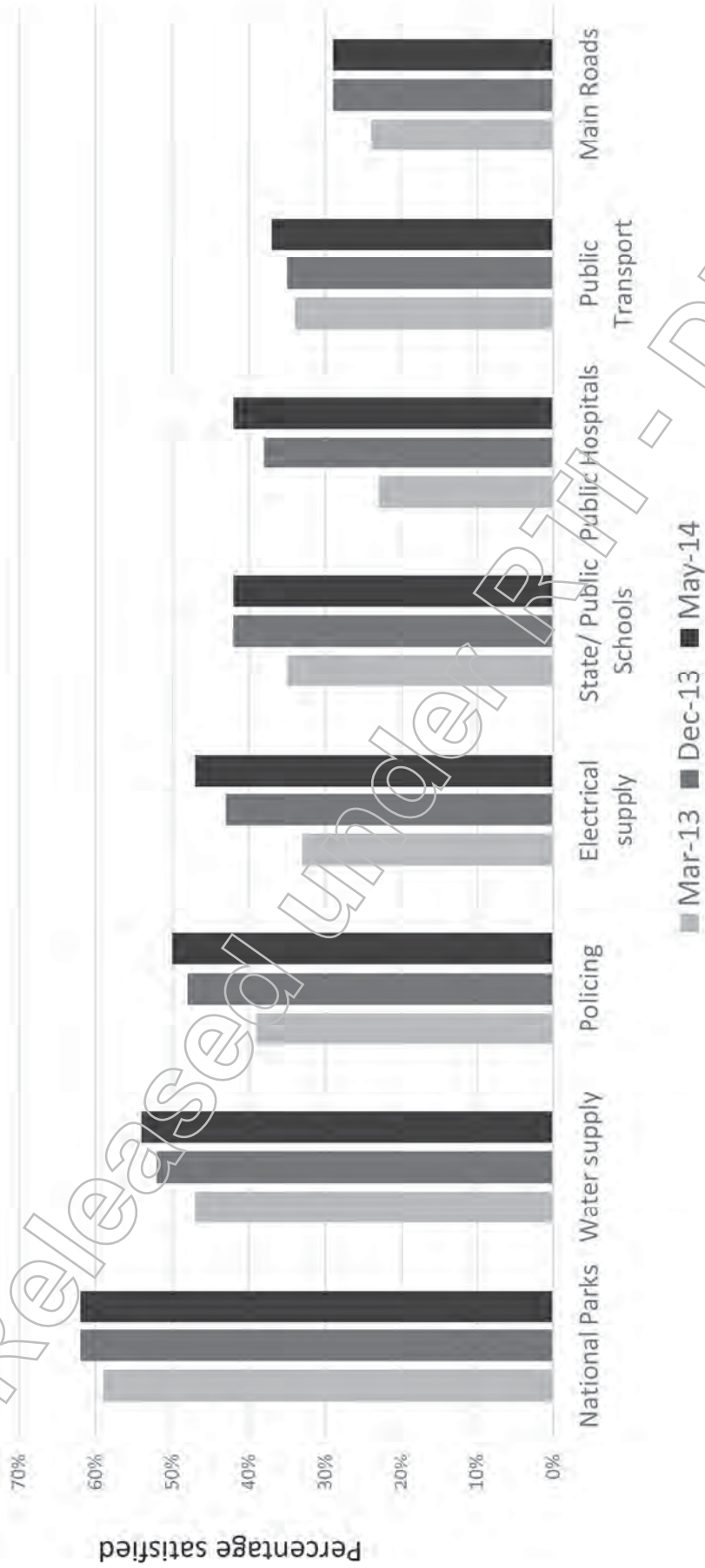


Great state. Great opportunity.





# Customer satisfaction – Queensland Government



Released Under RPI - DPC

Great state. Great opportunity.



# Customer satisfaction – interstate comparison

May 2014




Released under RTI - DPC

Great state. Great opportunity.



# DPC renewal

<p><b>Microsoft Surface</b> Tablets are coming to your desk!</p>  <p>Over 400 tablets will be rollout out across the department next month as our new PC's</p>	<p>Customer-friendly <i>finance reports</i> are available now</p>  <p>The new template gives managers a visual snapshot of their financial position</p>
<p>A new <b>Customer Liaison Unit</b> has been established</p>  <p>freeing up time for our policy officers</p> <p>In their first 2 weeks they: - handled 217 correspondence amendments - made 45 phone calls to correspondents</p>	<p><b>BEST Program</b></p> 

Customer Liaison Unit

Taskforces

CEO Leadership Team Cluster Groups

Great state. Great opportunity.

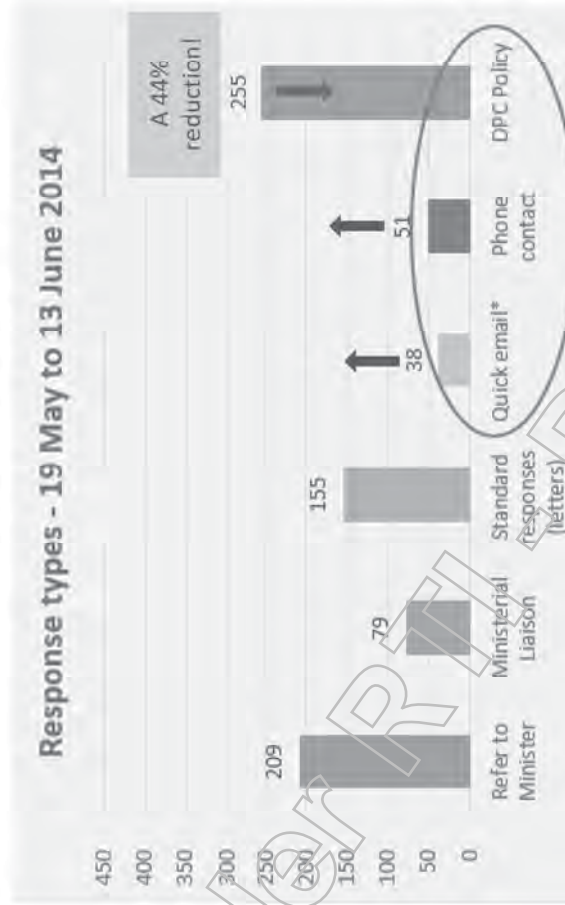
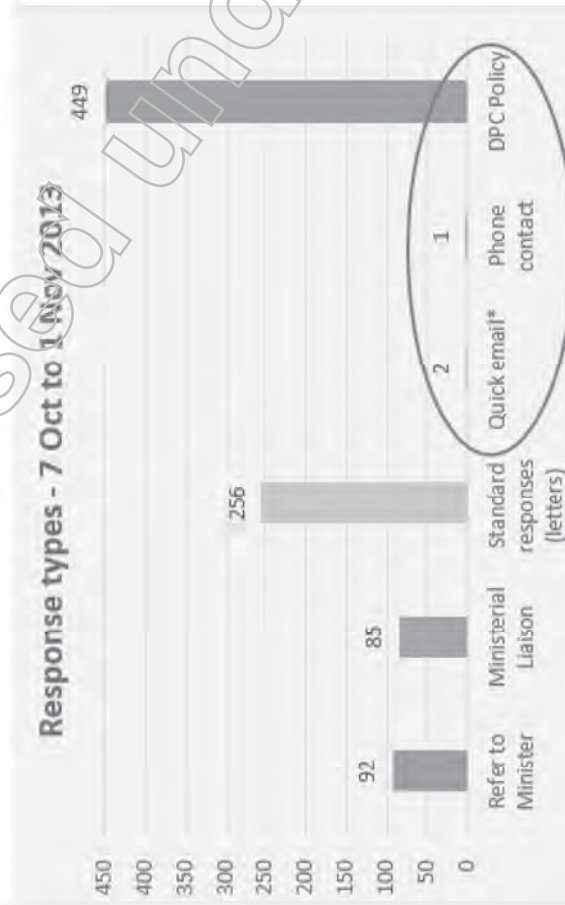


# DPC executive correspondence management review

Nov 2013

vs

June 2014



Great state. Great opportunity.



Released under RTI DPC

**The reason for public sector renewal**

# Queenslanders



Great state. Great opportunity.





# Mobile Apps

Extending channels



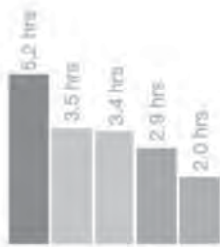
Great state. Great opportunity.



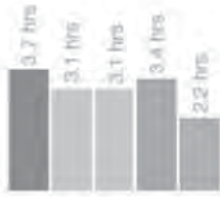


# Mobile web use

Average Hours Spent on Smartphone

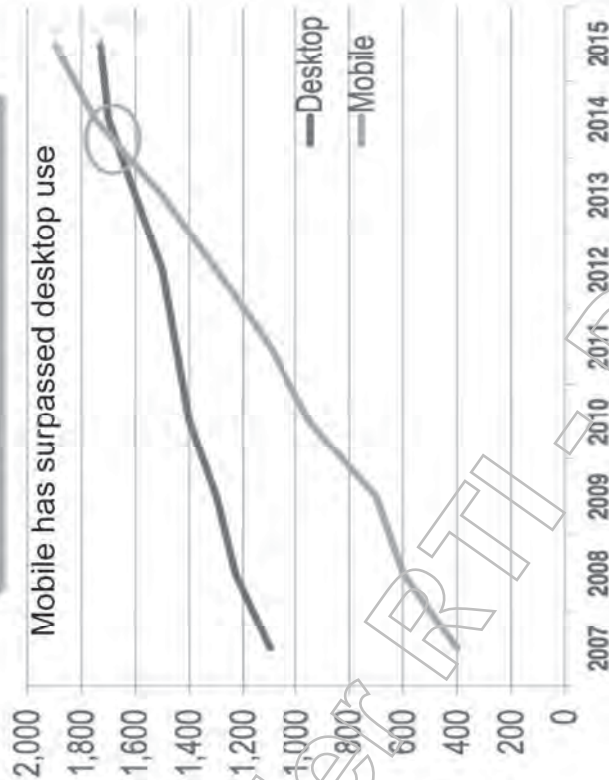


Average Hours Spent on Tablet



- Aged 18-24
- Aged 25-34
- Aged 35-44
- Aged 45-54
- Aged 55+

Number of Global Users (Millions)



© comScore, Inc. Privacy Policy | Contact Us



Source: Morgan Stanley Research



Queensland Government



# Smartphone market

## Xiaomi

- August 2011**  
Mi1 smartphone was announced
- October 2013**  
Fifth most-used smartphone brand in China
- April 2014**  
Purchases domain - mi.com for a record \$3.6 million
- July 2014**  
Sold 57.36 million phones

Shop for Xiaomi on Google

	<b>Xiaomi Redmi Note Dual SIM</b> 64GB Mobile \$234.99 eipansys Au		<b>Xiaomi Mi 3</b> 64GB Mobile \$424.89 Camera/Para		<b>Xiaomi Mi2S</b> MIUI M2S \$388.00 Phone One A
	<b>Xiaomi Mi-3 16GB</b> \$369.00 BecexTech A...		<b>Xiaomi Hongmi Dual</b> \$184.00 BecexTech A...		<b>Xiaomi Mi2A</b> MIUI M2A \$289.00 Phone One A...
	<b>Xiaomi Mi3</b> MIUI WCDMA \$479.00 Phone/One A...				

## Xiaomi

Consumer electronics company

Xiaomi Inc. is a privately owned Chinese electronics company headquartered in Beijing. It is one of China's biggest electronics companies that designs, develops, and sells smartphones, mobile apps, and consumer electronics. Wikipedia

Founder: Lin Bin  
Founded: April 6, 2010, Beijing, China

Android market share of smartphone shipments worldwide - **85%** (68%)

Apple - **11.9 %** (25.5%) compared to 13.4 % in the same quarter last year

Microsoft - **2.7 %** (5.3%) compared to 3.8 % last year

BlackBerry - **2.4 %** (0.6%) compared to 0.6% last year

**250** million Android-based smartphones were sold in the last quarter versus **187** million last year

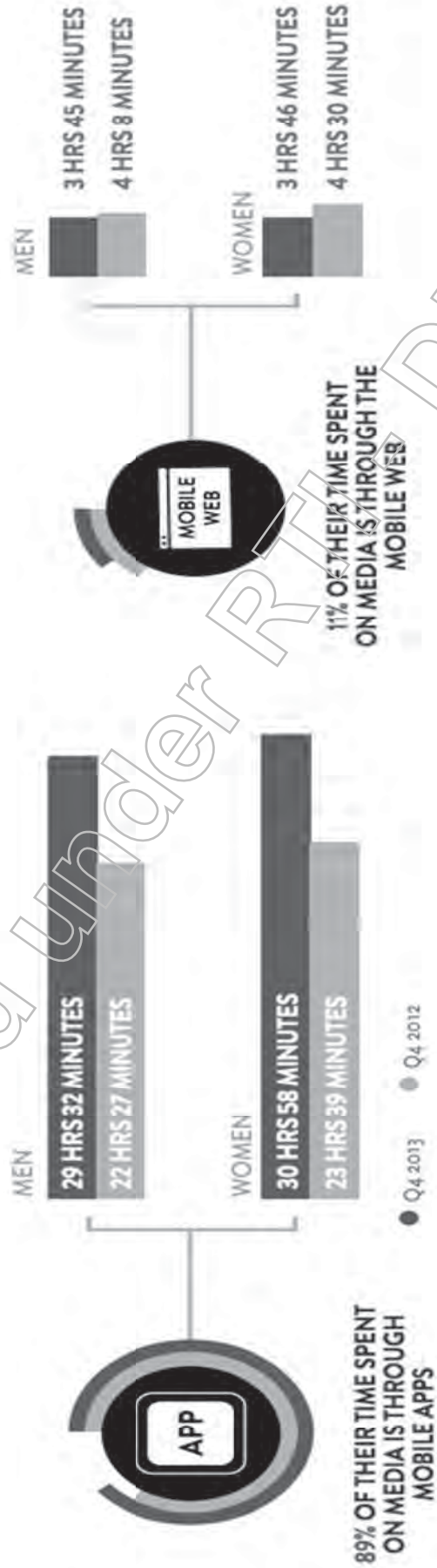




# Apps vs mobile web

## Monthly usage comparison

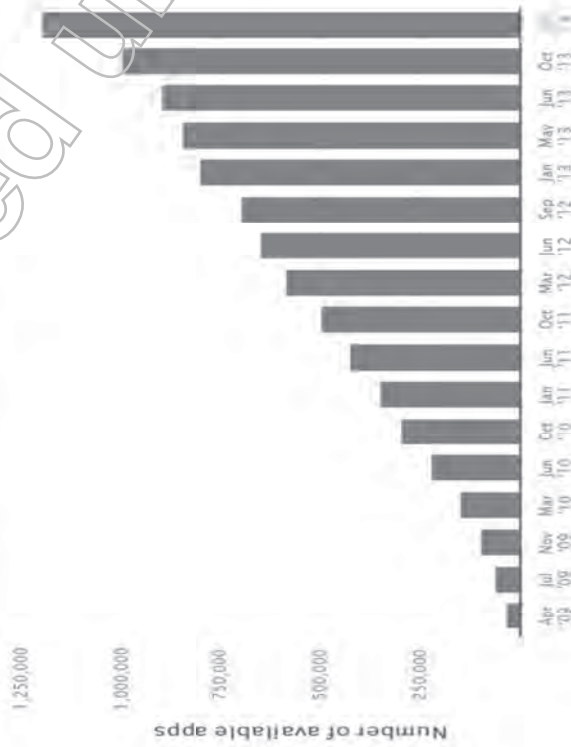
The Digital Divide: A survey of US smartphone users, March 2014, The Nielsen Company



# App market

## App market growth

Number of apps in the Apple App Store - July 2008 to October 2013



- Global app market growth 2010 \$US6.8 billion to 2015 \$US26.6 billion
- 102 billion apps downloaded in 2013
- \$US26 billion revenue — \$US7 billion paid to app developers
- 2 out of 3 apps less than 1000 downloads
- 7 countries have more mobile devices than people: Finland, Australia, Japan, Sweden, Denmark, South Korea and the U.S
- Highest revenue generating apps are free — Candy Crush estimated \$230million



# App market

## In-app purchasing revenue

For 76% of U.S. iPhone app revenue, 90% in Asian markets

Rank	App Name	Category	Rating	Downloads	Model	Est Annual Revenue
1	Clash of Clans	Games	★★★★★	(7,964)	+ FREE In-App Purchases	\$230M
2	Candy Crush Saga	Games	★★★★★	(1,370)	+ OPEN	
3	Game of War - Fire Age	Games	★★★★★	(154)	+ FREE In-App Purchases	
4	Slotomania - Free Video Slots Ga...	Games	★★★★★	(142)	+ FREE In-App Purchases	

## Pricing models

3 main pricing models – premium, freemium, subscription

**Premium apps** (or paid apps) have an upfront price before they can even be downloaded.

**Freemium** ('free' and 'premium'), where the app is free to download and use. However, some features inside the app are unavailable until you pay for them.

**Subscriptions** are a regular fixed fee the user is charged automatically via the App Store for using — magazines, Newsstand, Spotify

Source: Techcrunch report

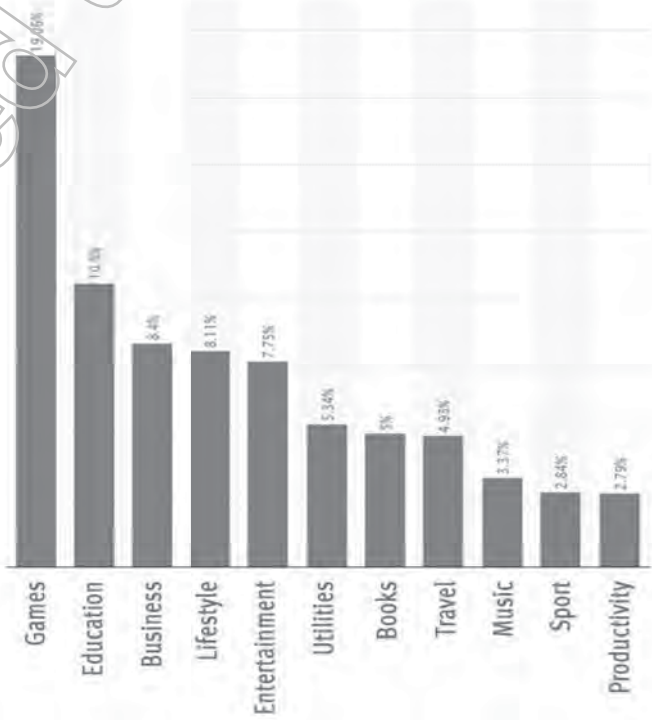




# App popularity

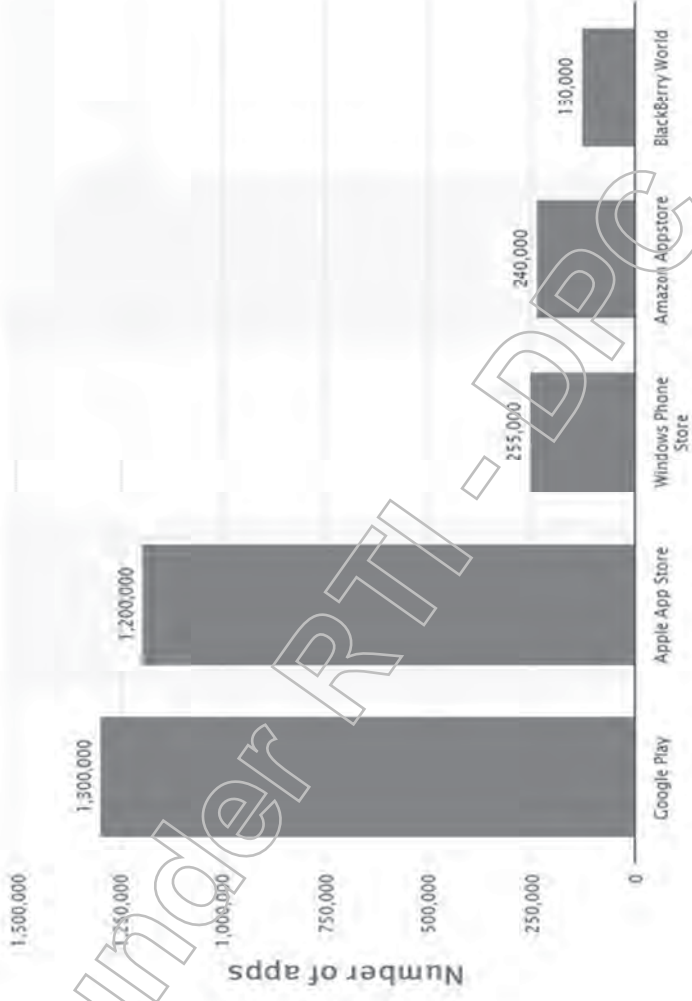
## App popularity

Most popular Apple App Store categories in June 2014.



## Leading stores

Number of apps available in leading app stores as of July 2014.



Queensland Government



# App technologies

## Mobile app platforms

The great app debate: Native vs HTML5 vs Hybrid. Source: BRW

Feature	Native	HTML5
Cost	✓	✓
Speed	✓	✓
Security	✓	✓
Cross-platform compatible	✓	✓
User experience	✓	✓
Monetisation	✓	✓
Speed to market	✓	✓
Available developers	✓	✓
Lowest ongoing support costs	✓	✓
Distribution	✓	✓
% of profit	✓	✓

• 3 ways to develop an app — native, HTML 5 and hybrid:

- **Native apps** are specific to a given mobile platform (iOS or Android) using the natively-supported language platform. Native apps look and perform the best.
- **HTML5 apps** use standard web languages that work on multiple devices, but come with some vital limitations.
- **Hybrid apps** make it possible to embed HTML5 apps inside a thin native container, combining the best (and worst) elements of native and HTML5 apps.

• Market share native 20%, HTML5 40%, hybrid 40%.





# User experience

## User experience (UE, UX)

The design of user interaction with a system, product or service, considering the usability, the experiential nature, the enjoyment and the fit to the way users think.

## What makes a great customer experience?

Cranfield University – School of Management

[smashingmagazine.com](http://smashingmagazine.com)



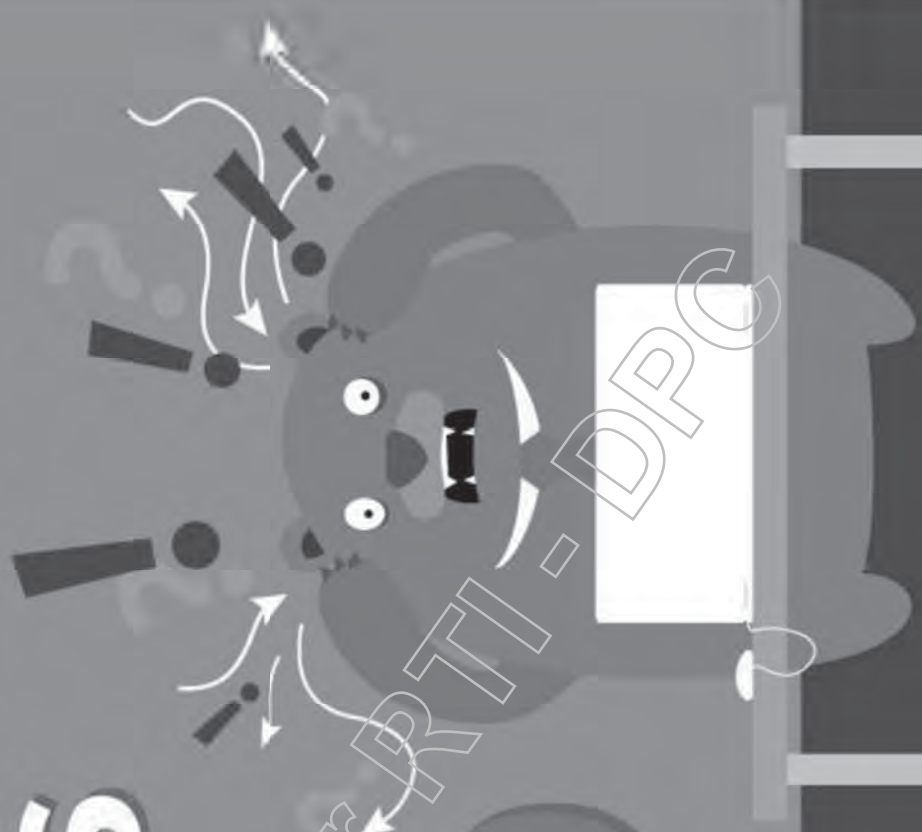
Released Under RTI - DPC



**It's 2 clicks,  
2 seconds!**

or it's

**ZHARD**





# Minimum viable product (MVP)

## An MVP has 3 key characteristics:

- enough value that people are willing to use it or buy it initially
- demonstrates enough future benefit to retain early adopters
- provides a feedback loop to guide future development.

<https://www.youtube.com/watch?v=xxbxbkU1U14>

The Lean Approach: Minimum Viable Products

Kauffman Founders School

Subscribe 1,011

3,562 19

About Store Add to Like

Queensland Government



# Timeline

A vertical timeline graphic with five milestones. Each milestone is represented by a circular icon, a title, and a date. A large white double-headed arrow runs vertically through the center of the milestones.

Icon	Title	Date
	QSchools	May 2013
	Allen Adventure	March 2013
	Take a stand	March 2012
	Out and about app	Sep 2011
	Queensland schools	May 2011





# QLD Schools Directory

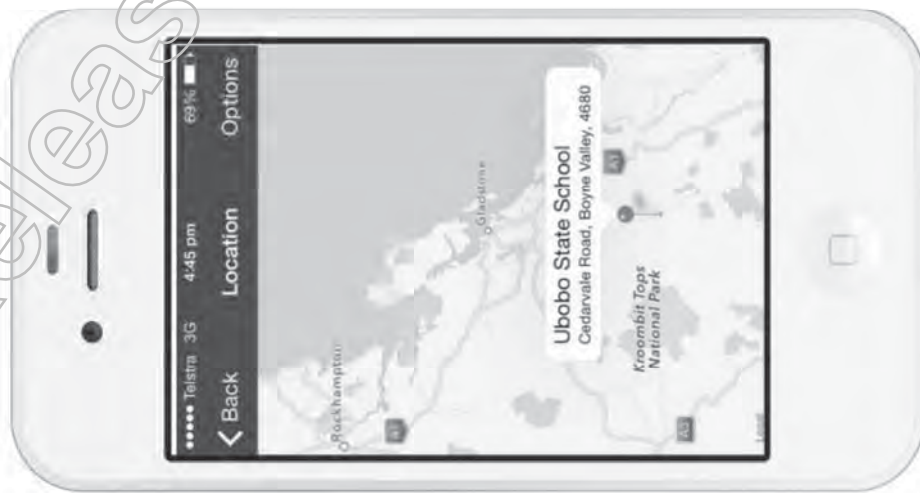


## Queensland Schools App

- Lists all Queensland schools with information on enrolment numbers, directions, contact details, web addresses and other related information.
- Using location services from the school details page you can select 'view' to zoom in to the school or 'nearby' to zoom out and see what other schools are in the area.
- Audience: parents and school communities.
- Available for iPhone, iPod touch and iPad.
- Currently being redeveloped to improve performance and stability for iOS 7 & 8.
- Downloaded — 3392 times.



# QLD Schools Directory



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# Out & About App



## Sight words and literacy app

- The Out & About App is targeted at Prep to Year 2 students. This app is designed to help students master their first 100 sight words to which they are typically introduced.
- Out & About allows parents to give to young children an educational way to fill their time.
- Audience: Prep - Grade 2 students.
- Available for iPhone, iPod touch, iPad and Android.
- Windows desktop version to be released July 2014.
- Downloaded - 39,869 times.



# Take a stand

## Creating safe and supportive school environments

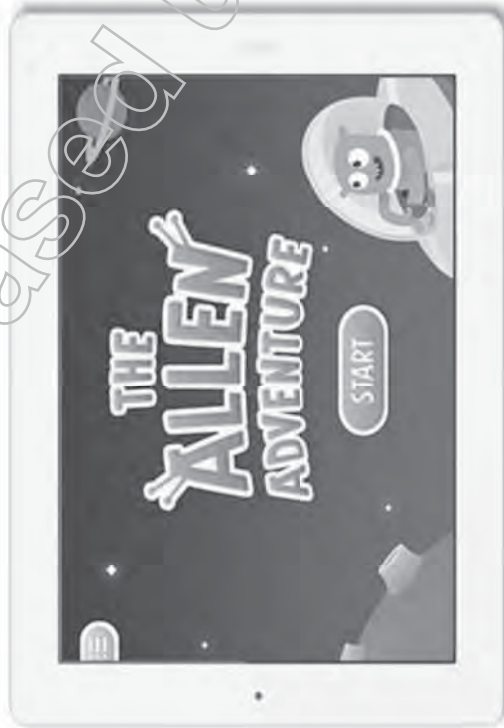
App launched in conjunction with National Day of Action against Bullying and Violence - 2012, 2013

- Collaborative effort by all Australian education authorities.
- Provides students with tips and advice which they can apply to different bullying situations.
- Student engagement
  - bullying and responses
  - Avatar creation for social networking
  - facts and advice on bullying
- Audience: Prep to Year 7 students.
- Available for iPhone, iPod touch, iPad and Android.
- Downloaded - 15,860 times.





# Allen adventure



## Developing social and emotional skills

*App launched in conjunction with National Day of Action against Bullying and Violence – 2012, 2013*

- Explores the social and emotional skills needed to communicate and collaborate socially.
- Delivered in context of Allen — a young visitor from another planet.
- Audience: Pre-Prep to Year 2 students.
- Available for iOS and Android tablets.
- Downloaded - 6,395 times.



# Extending channels



### The 'Q' family

The apps in the 'Q' family are focussed on providing access to specific functionality already available in the web-enabled applications.

### Extending channels

These support the exposure of web services to deliver and receive data in a security controlled manner to authorised tools typically external to the application.

### Appification

The 'appification' of large systems and products allows the organisation to support mobility through subsets of functionality giving broader reach to specific user types.





# QSchools



## Up-to-the-minute information from and about schools

- Supports and promotes school community engagement.
- Interacts with department's *Websites for Schools* platform, built on SharePoint 2010.
- Delivery of tuckshop menus, uniform shop and schools hours and contact details.
- Embeds the school and department's social media feeds.
- Emergency announcements.
- Audience: Parents and communities of Queensland state schools.
- Available for iPhone, iPad, Android phone and tablet, Windows 8 phone, tablet and desktop.
- Downloaded — 37,251 times.

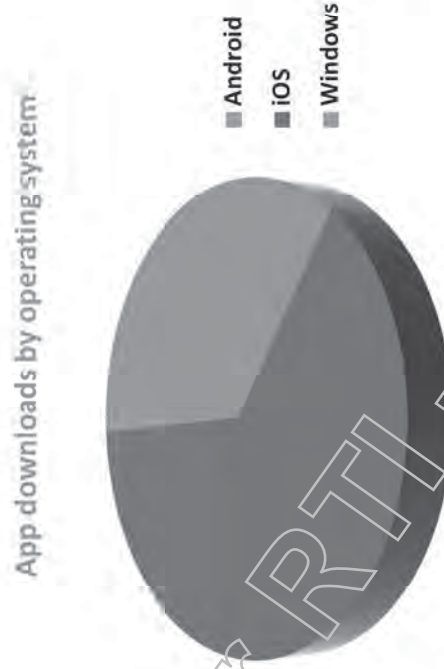
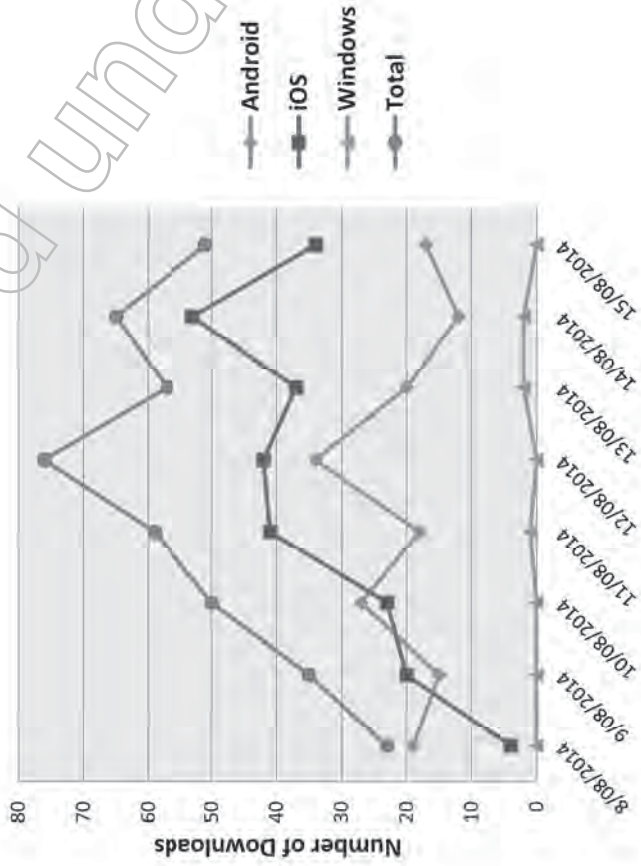




# QSschools

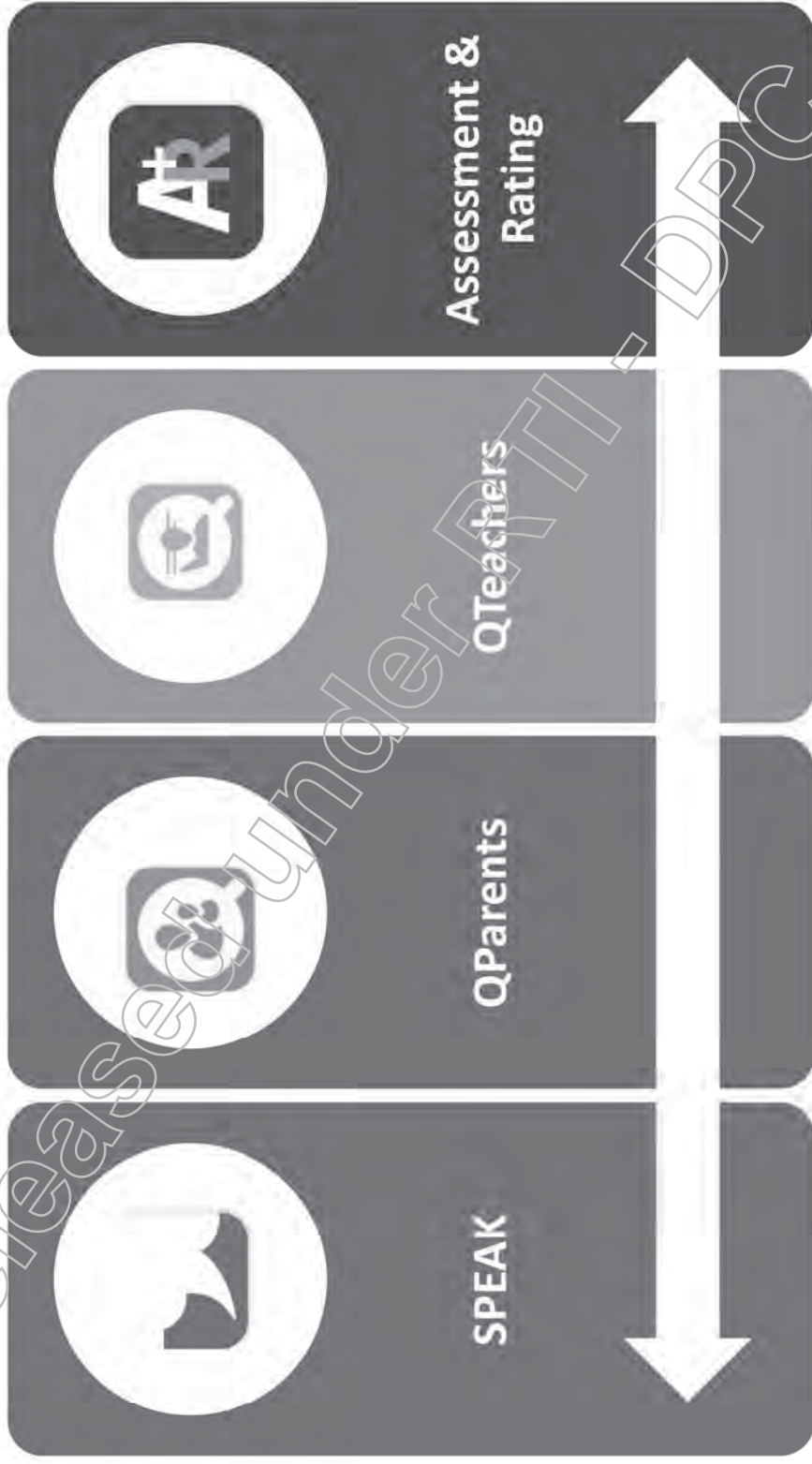
## QSschools downloads over EKKA period – 470

Number of QSschools app downloads from 8–15 August 2014, by device type.





# Apps in development



# Speak



## Speaking promotes education and knowledge

- The SPEAK App is for adults to develop an understanding of the importance of oral language as a determinant for life success.
- Example of supporting regional innovation — developed in conjunction with South Coast region.
- It is for parents on the go to enable them to find free ideas and activities to encourage talk in their young children. It can also be used in educational environments for professional learning opportunities.
- Audience: parents and school communities.
- Available for iPhone and Android.
- Expected launch — August 2014.



### Online school information access for parents

- The QParents website/app will allow parents of Queensland state school students to access information about their child and to communicate directly with their school.
- It will give secure online access to information such as attendance details, report cards, timetables, invoices and payment details.
- Parents will also be able to update their child's details and let the school know of changes to normal routine, such as when a child is unwell or has to leave early.
- Audience: parents of state schools.
- Available initially for iOS with plans to expand to major mobile platforms.
- To be released as a proof-of-concept to 2 schools in Semester 2, 2014.





# QTeachers



## Online school information access for teachers

- Mobile application for teachers to access and update OneSchool data.
- QTeachers will give state school teachers mobile access to some of the frequently used features of OneSchool.
- The app will allow teachers on the go to view and record student behaviour incidents/records, view a full student profile and have access to student and teacher timetables. The app will be especially useful for teachers on playground duty and on school excursions.
- Audience: teachers and school staff.
- Currently out to tender.

# AR Assessment and rating app

## Online assessment tool

- The app is to assist authorised ECEC officers with the collection of evidence and with the compilation of reports to significantly speed up the assessment and rating processes of ECEC providers.
- Currently in concept design





# App development

## DETSOA-100971 - Mobile Application Development Services

- 10Fold Pty Ltd
- Bullseye (Asia Pacific) Pty Ltd
- Clarimont Consulting Pty Ltd
- Dangerous Pixels Pty Ltd
- iApps Pty Ltd
- Innogence Ltd
- Intunity Pty Ltd
- iLiquid Pty Ltd t/a Liquid Interactive
- Live Data Technologies Pty Ltd
- Oakton Services Pty Ltd
- PMI Solutions Australia Pty Ltd
- Simient Pty Ltd
- XVT Solutions Pty Ltd

QParents — procurement pack — ITO, evaluation etc available to any agency





## Overview

The QParents project seeks to improve accessibility of student information to engage parents in their child's education.





# Request for information

December 2013

Open invitation to the ICT industry asking for innovative solutions to the investment logic mapping statement problem statement.

## Problem statement

*Improving accessibility of student information to engage parents in their child's education.*

# Request for information

December 2013

Engaged the ICT industry through the e-tender website with 25 responses for short-listing. An industry briefing lead to 50 members of the ICT industry attending.



# Invitation to offer

February 2013

Six ICT vendors were short-listed and invited to offer through the invitation to offer process.

An invitation only briefing session was held in the Microsoft Brisbane office – DETE's Cloud Hosting partner.



# Pitch

February 2013

The industry briefing was an interactive presentation, question and answer session.



**Top 6 Vendors**



Pre-board pitch

Stage 1

**Top 3 Vendors**



Board pitch

Stage 2



A further technical and procurement assessment.

Stage 3

Released under RTI = **DRG**

# Pitch

February 2013

## Board pitch

IPad voting was used to provide and assessment of the top 3 vendors.



Released under RTI - DRG

# Chosen partner

April 2013

One vendor was chosen to partner with  
DETE for the Proof of Concept phase.

## Readify Solutions

Engaged on a short-term contract.  
Produce innovative and engaging  
web and mobile applications.

## The Folk

Readify's preferred online branding  
and interface designers.  
User experience design experts.



Released Under RTI DPC

School name  
**Year 7**  
Contact School



**Lara Codey**  
Messages and details

- Overview
- Timetable
- Attendance
- Behaviour
- Payments
- Reports

Behaviour

Latest event June 6, 2013

Positive

View all events

Attendance

100% Attendance record

0 days absent this calendar year

View attendance history

Timetable

Lara's timetable for the day:

**Tuesday**

- 8:50 am-9:00 am 7E Room MS11
- 9:00 am-9:35 am QPR071E Room MS11
- 9:35 am-10:10 am QPR071E Room MS11
- 10:10 am-10:45 am MAT071E Room MS11
- 11:20 am-11:55 am MAT071E Room MS11
- 11:55 am-12:30 pm MAT071E Room MS11
- 12:30 pm-1:05 pm MAT071E Room MS11

Payments

There are currently no payments due for Lara.

Reports

Latest report card for Lara:

**Semester 1 2013**

View reports



# APP commissioning – insights

- Focus on the problem definition not requirements specs
- Customer User Experience will determine success
- Stack the evaluation committee with end users
- Use an MVP with a feedback loop for future releases and update cycle
- Independent Code review, testing on range of devices — ‘speed kills’
- Run the project like a start-up
- Read Cranfield University — School of Management
- Link  Password:

What makes a great customer experience?





# Queensland Police Service

Digital and Online Services:  
Delivering a better Customer Experience Strategy

Commissioner Ian Stewart APM  
Queensland Police Service

[Stewart.IanD@police.qld.gov.au](mailto:Stewart.IanD@police.qld.gov.au)

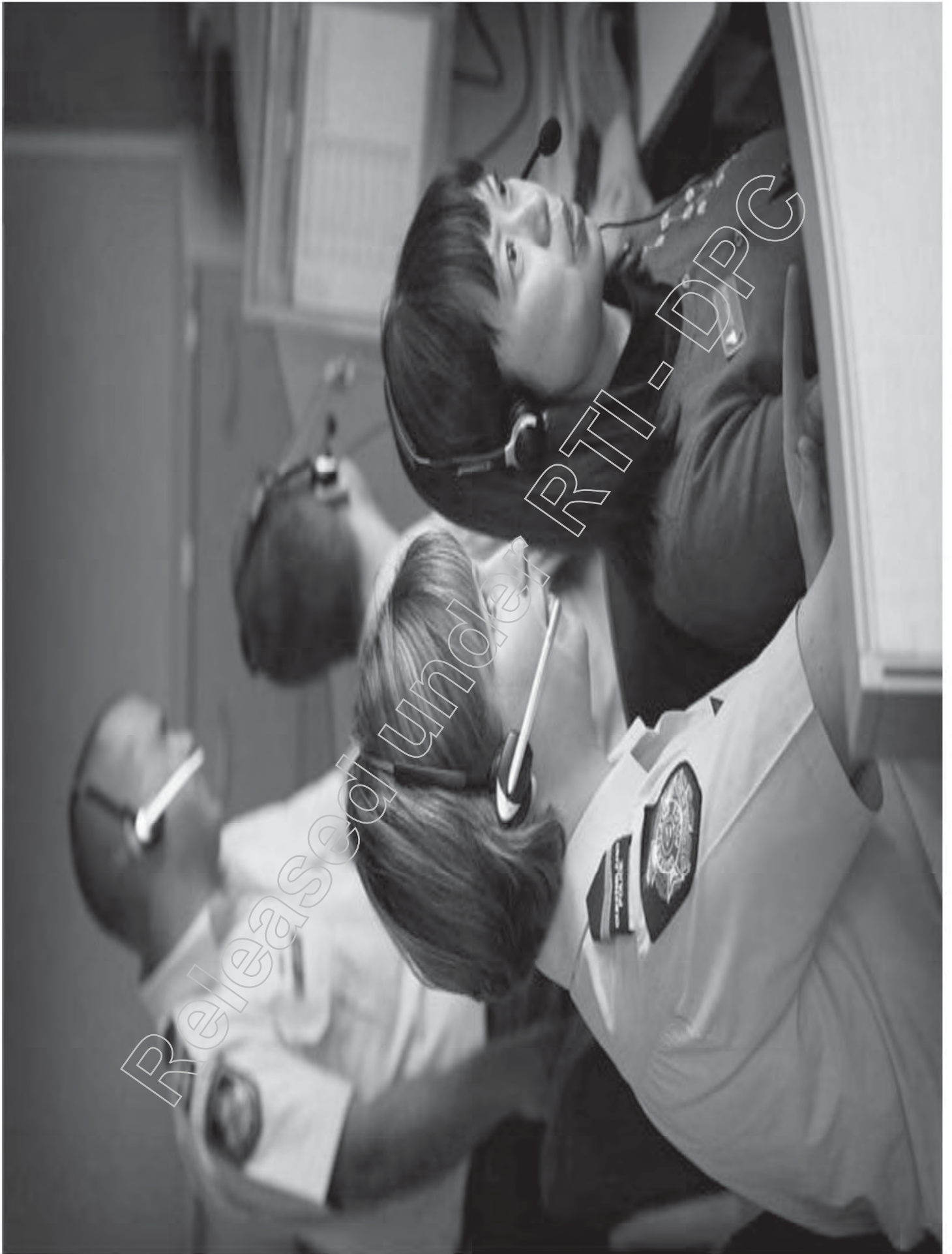
@CoPStewart



**Where we were:**

1. no on line services other than Twitter and limited use of Facebook.
2. contact telephony with a 57% increase in 2.5 years with increasing waiting times.





## Where we are:

1. 13% of contact is now on-line and increasing rapidly (180% this year).
2. great customer satisfaction with average wait time from 57 seconds to 16 seconds.
3. integration of service delivery, with trials of kiosks and a strategy for changing service delivery in collaboration with partners.
4. 500,000 Facebook followers.
5. 55,000 users of full service police app.
6. 8 times industry average for click thru rate.



**Where we are going:**

1. services dictated by the customer wherever they fit with Government priorities.
2. services that allow the community to service itself as far as possible to free police to deal with 'top end' services.
3. one government approach that allows customer to self select services and therefore the provider.





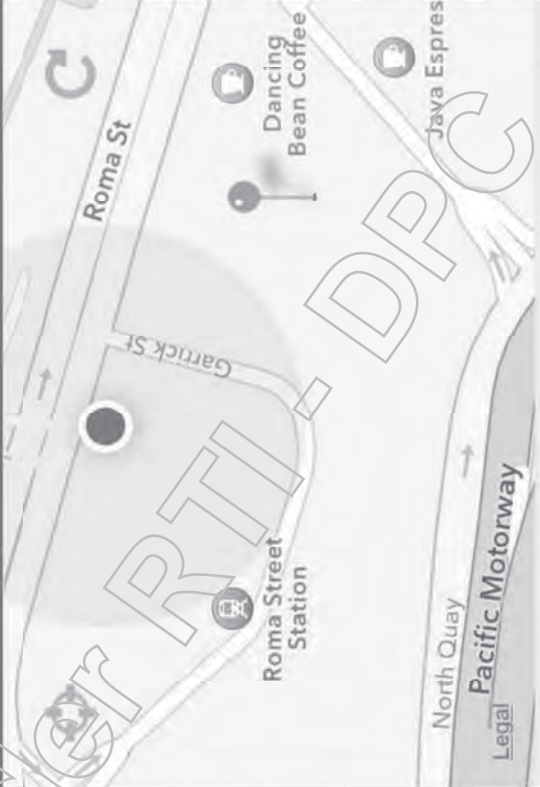
Policelink

REPORTING OF NON-URGENT INCIDENTS ONLY



Eye Witness Images      Online Reporting      Call Policelink

YOUR NEAREST POLICE STATION



MyPolice Social Media

ate &#8211; firearm incident, Helensvale



Disa  
I need  
I want  
can



Triple threat  
1325 flood  
13 HE  
Traffic

HOME



Call Police

Neighbourhood Watch

Your Rights, Crime, and Law

Crime Map

Find Your Nearest Police Station

Other Government Services















Released under IPIT - DPC

facebook

Password

Email or Phone

Can't log in?

Keep me logged in

# QUEENSLAND POLICE EXPO

FRIDAY AUGUST 22 9AM - 7PM  
SATURDAY AUGUST 23 9AM - 4PM  
Brisbane Convention and Exhibition Centre

150 YEARS OF POLICE

Queensland Police Service  
Government Organisation



Timeline About Photos Livestream More

PEOPLE

499,734 likes

ABOUT

- Do not use this page to report a crime. In an emergency, contact Triple Zero (000). For non-urgent matters, contact Policalink on 131 444.
- <http://www.police.qld.gov.au/>

APPS



Livestream



Instagram

Queensland Police Service shared a link.

PSPA remains in place. Only residents in Red Cedar Rd between the Lilly Pilly Rd intersection up to the roundabout with White Cedar Rd are affected. Other Pullenvale residents are not affected.



Updates: PSPA, Pullenvale - QPS News

The emergent situation under the Public Safety Preservation Act (PSPA) at Pullenvale remains in place. The PSPA was declared at 8:22pm as a precaution after police located suspicious items at a Red Cedar Road address. Only residents of Red Cedar - Continue reading —

Like · Comment · Share

Dave Robb, Shirley Ross, Keith Conder and 99 others like this.

View 12 more comments

Tango Gooseman Hi do you know who I am ?? Ask tony if you don't anyways I want you to change the weed laws now ASAP please

3 minutes ago

19 Shares





# Market and Customer Understanding

1. Commercial App developers and key staff that understand market and branding.
2. Sustainability – the market and most (not all) customers want to interact this way.
3. Know your brand and the services you want to deliver.



# Match Understanding to the Business and its Culture

1. Examined the QPS as a business and its internal mechanisms.
2. Rethinking passive online to an active tool for continuous engagement.
3. Linking services across sectors – a design issue.
4. Continued development of direct entry and customer engagement/feedback.



# What we did after market and customer understanding

1. Right people.
2. Strategy – created a front door through organisational restructure – Community Contact Command.
3. Social media branding; Twitter and MyPolice Blogs.
4. Examine accessibility service points (Internet/Kiosks).





## Always have a (Digital) Strategy

1. Restructure (removed inhibiting policy).
2. Resilience tools – even when some people don't get it, just keep going.
3. Focused marketing – getting the design right.
4. Client satisfaction measures.
5. Lowered managers delegations with maximum flexibility.
6. Search engines: customer must experience 'right answer, first time' outcome.
7. Leaders should ensure there is constant engagement and governance.



## Cost

1. Small initial investments – poor back end should not impede customer needs – find a way even if it is a sunk cost.
2. Immediate capacity gains & operating savings.



## Change by stealth?



1. Changes to business and customer take-up leads to service delivery reform.
2. Real outcomes to suit culture – not everyone needs to know - change is developed.
3. Outcomes – call centre handling times (down 35%; 181% increase in online reporting).



# Challenges

1. Engagement and speed of the market.
2. One Government approach.
3. Market sensing or measurement - customer needs may change quickly.
4. Education and Old Infrastructure.
5. Commitment to improved customer service by all.
6. Contingencies for loss of knowledge or key people.
7. Old culture and market to a new culture and market.



# Enabling Queenslanders: the (start of the) DCCSDS renewal and innovation journey

**Michael Hogan**

Director-General

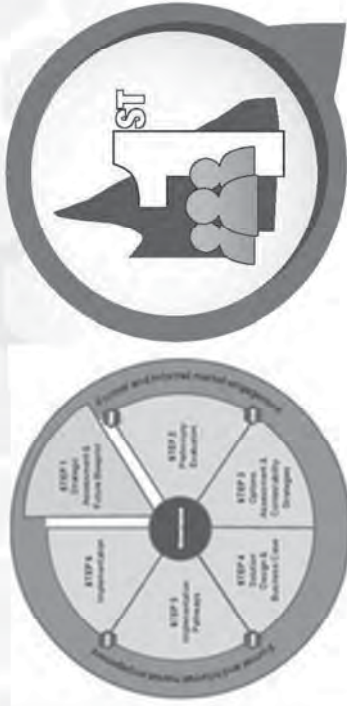
Department of Communities, Child Safety and Disability Services

Great state. Great opportunity.



Queensland  
Government

# Drivers (no. 1)



National  
**disability insurance**  
 Scheme

Great state. Great opportunity.



## Drivers (no. 2)

We do amazing work and plenty of good with highly vulnerable and damaged people ... but we are **not** generating good enough:

- > results
- > resilience
- > value
- > innovation
- > co-investment.



# Destination

Not sure exactly ... but we will be:

- > customer-ised
- > leaner
- > a co-producer
- > an investor
- > more integrated
- > more digital
- > more devolved
- > more economic.



Great state. Great opportunity.



# Change Model (2.0)

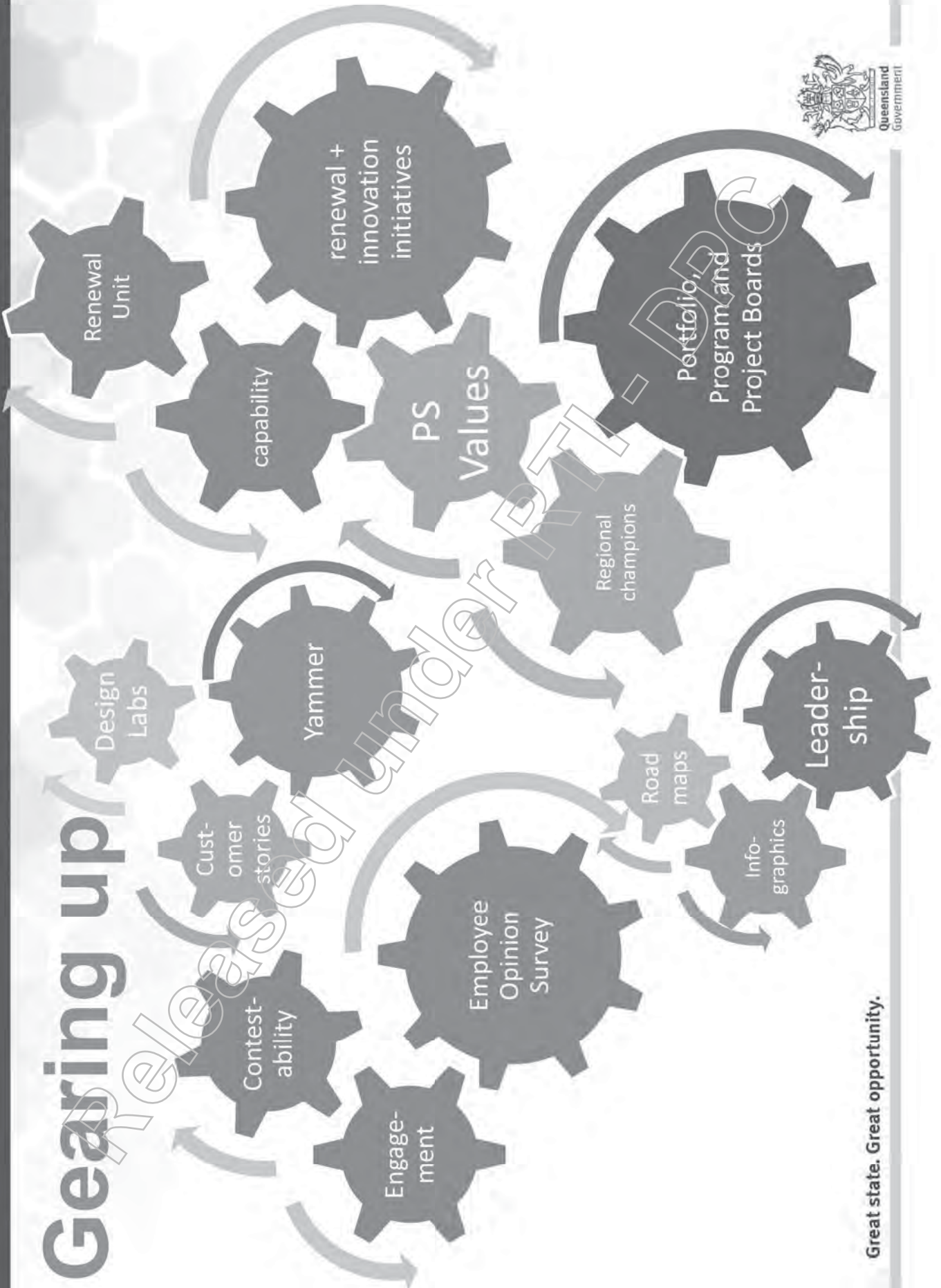
*to make DCCSDS the most responsive and respected human services agency in the nation*



Great state. Great opportunity.



# Gearing up



Great state. Great opportunity.

# Programming

## Renewal Portfolio Management



## Customer and Industry Engagement

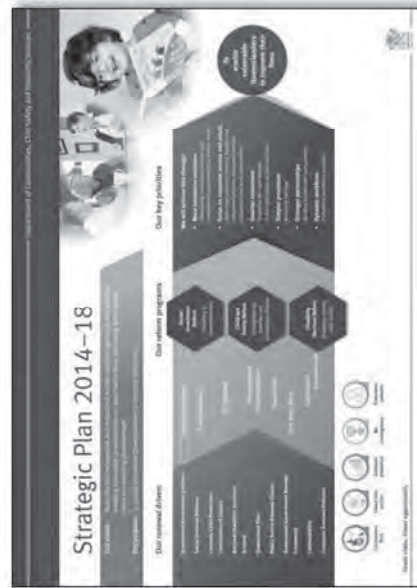


Great state. Great opportunity.

# Mapping



# stronger families



Great state. Great opportunity.

# Initiating

Hundreds of renewal and innovation projects to improve quality, productivity, capability or value across every part of the agency, for example:

- > Youth strategy and renewal
- > Out-of-home-care audit
- > T2I strategy and app
- > Community-based intake
- > Child and Family reforms
- > (DFV Taskforce)
- > **Your Life Your Choice**
- > NDIS readiness
- > AS&RS transition
- > DS assessments
- > DS aids and equipment
- > DS clinical services
- > Community Recovery
- > Human Services Quality Framework
- > new Procurement model
- > Streamlined contracts
- > **Streamlined programs**

Great state. Great opportunity.

# Engaging (customers)

*Self-direction goes beyond Monique's disability — it's about her being just like anyone else her age...*

*Monique is happy, she is smiling, she has a life.*

Monique's mum, Karen

**Participants in Your Life Your Choice**



Great state. Great opportunity.

# Engaging (staff)

↑  
Organisational  
change improved  
**15%**

↑  
Organisational  
leadership  
improved  
**12%**

↑  
**13%**  
I'd  
recommend my  
organisation as a  
great place to work

✓  
**22%**  
Able  
to access relevant  
learning and  
development opportunities

↑  
**13%**  
My  
organisation  
is open to  
new ideas



Great state. Great opportunity.





# Milestones (no. 1)

Department of Communities, Child Safety and Disability Services

## Communities, Child Safety and Disability Services update

*Hayden*  
The Honorable Tony Backs MP  
Minister for Communities, Child Safety and Disability Services

The Queensland Government continues to deliver on its commitment to revitalize frontline services, particularly when it comes to supporting the state's most vulnerable people.

The landmark reforms we are implementing in disability services, social services and child protection will make a real difference to the lives of many Queenslanders.

We are getting families and organisations ready for the National Disability Insurance Scheme, delivering cost-effective social services that put the customer first, and making Queensland the safest place to raise a child.

The results outlined below show we are making great progress in supporting our most vulnerable Queenslanders to improve their lives.

**Supported 715 community groups** to purchase essential equipment and materials through **Caring for our Community** grants.

**Exceeded the participation target for Your Life Your Choice** by more than **250%**.

**Extra \$406 million over the next five years** to improve child protection so we can make Queensland the safest place to raise a child.

**Streamlined contract documentation** for non-government organisations to slash red tape by **90%**.

**2006M**

**250%**

Great state. Great opportunity.

### Increased disability aids

1 = 100

**Blitz on the wait list saw 4000+ people with disability provided with access to aids, equipment and assistive technology in 12 months to April 2014**

### Increasing number of foster carers

4463 carer families  
June 2012

4759 carer families  
March 2014

6.8%

**Additional foster carer families provide more care for vulnerable children and young people**



Great state. Great opportunity.

# Milestones (no.2)

Department of Communities, Child Safety and Disability Services

Find out more at [www.communities.qld.gov.au](http://www.communities.qld.gov.au)

Great state. Great opportunity.

### Human Services Quality Framework

Quality Frameworks: 4 → 1

Quality Standards: 42 → 6

As at 30 June 2014

218 non-government organisations are benefiting from reduced red tape by transitioning to the new Human Services Quality Framework

### Using technology to simplify processes

SmartyGrants allows disabled businesses and non-profit organisations to apply online and save time

### Technology improving engagement with clients

220 Child Safety staff less administration

30% less administration

As at June 2014

220 Child Safety staff are using iPads to quickly and comprehensively capture data so they can spend more time with their clients



Great state. Great opportunity.

# Wave 2 reforms

Across social services agencies and sector:

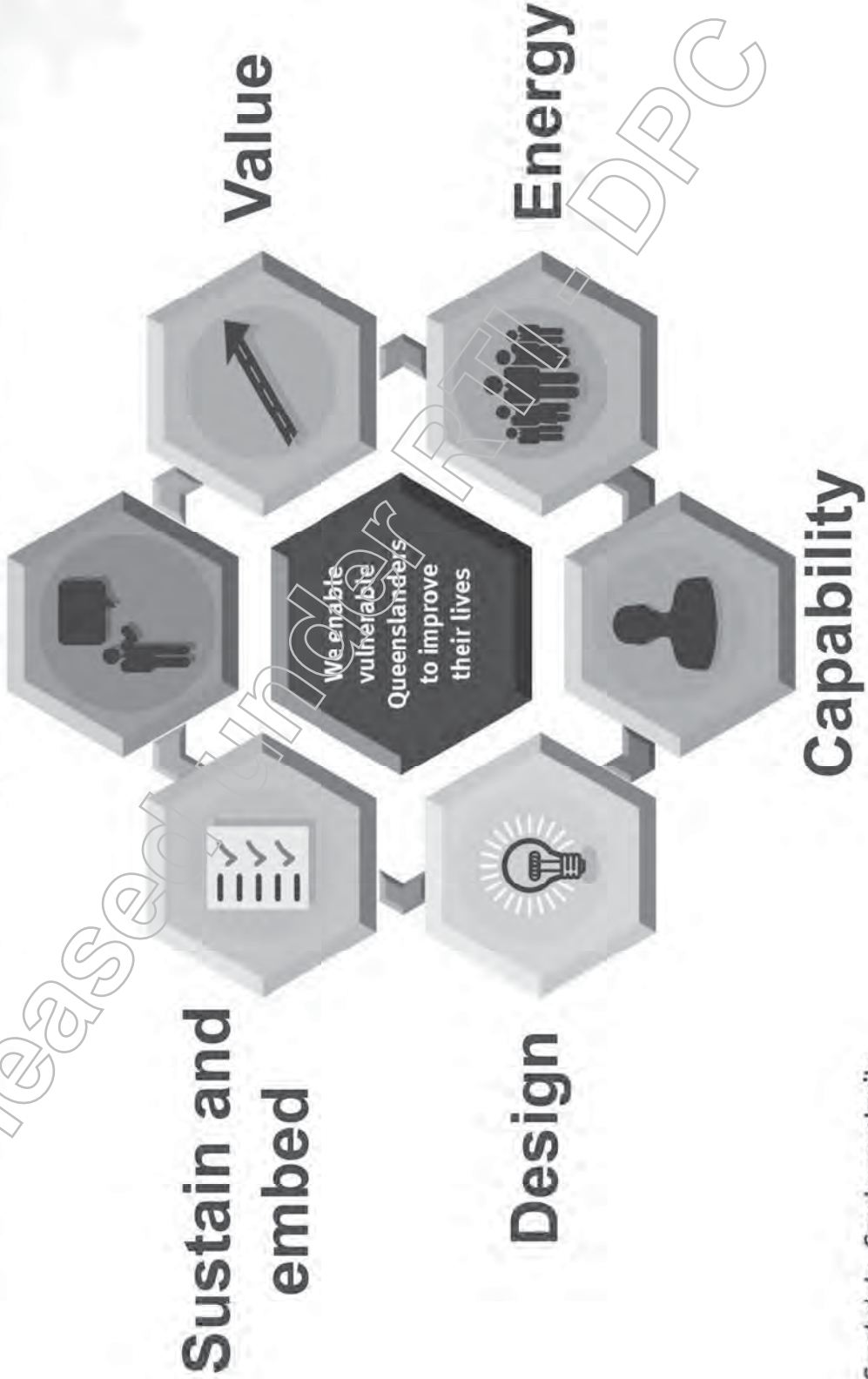
- > joint commissioning
- > shared gateway, tools and hubs
- > payment by outcomes
- > single/integrated client plan/offer
- > workforce and capability
- > digital by design
- > social innovation and enterprise
- > industry development
- > area-based social services.



Great state. Great opportunity.

# Learnings

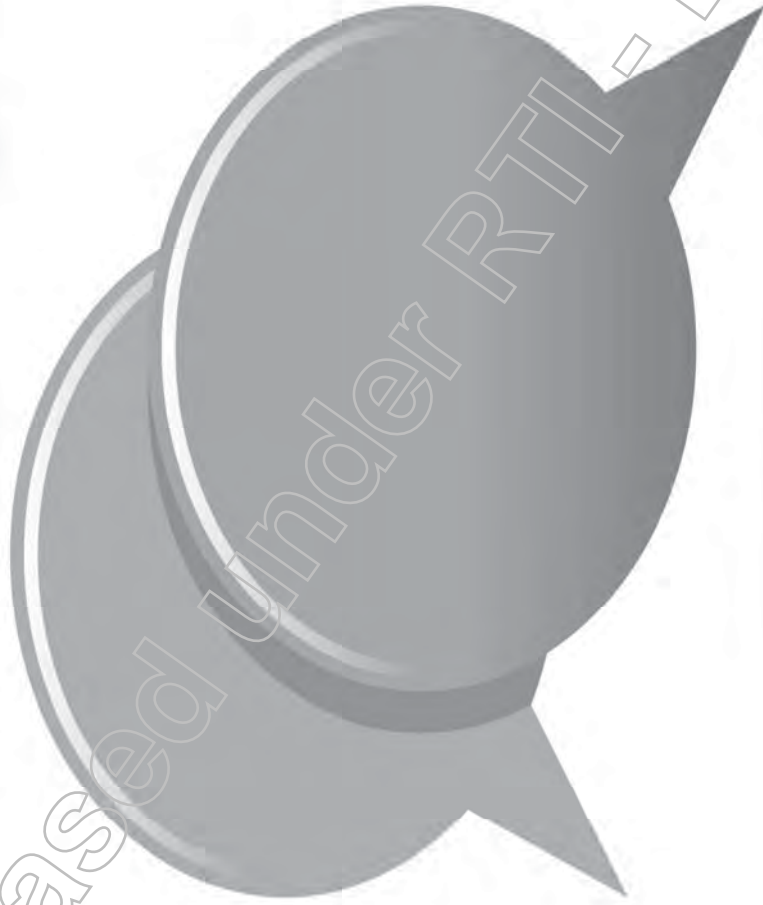
Permission



Great state. Great opportunity.



# Discussion



Released under RTI - DPC



Transforming the safety regulator to  
improve the safety, productivity and  
competitiveness of Queensland  
businesses

Dr Simon Blackwood  
Deputy Director-General  
Office of Fair and Safe Work Queensland

Released under RTI - DPC

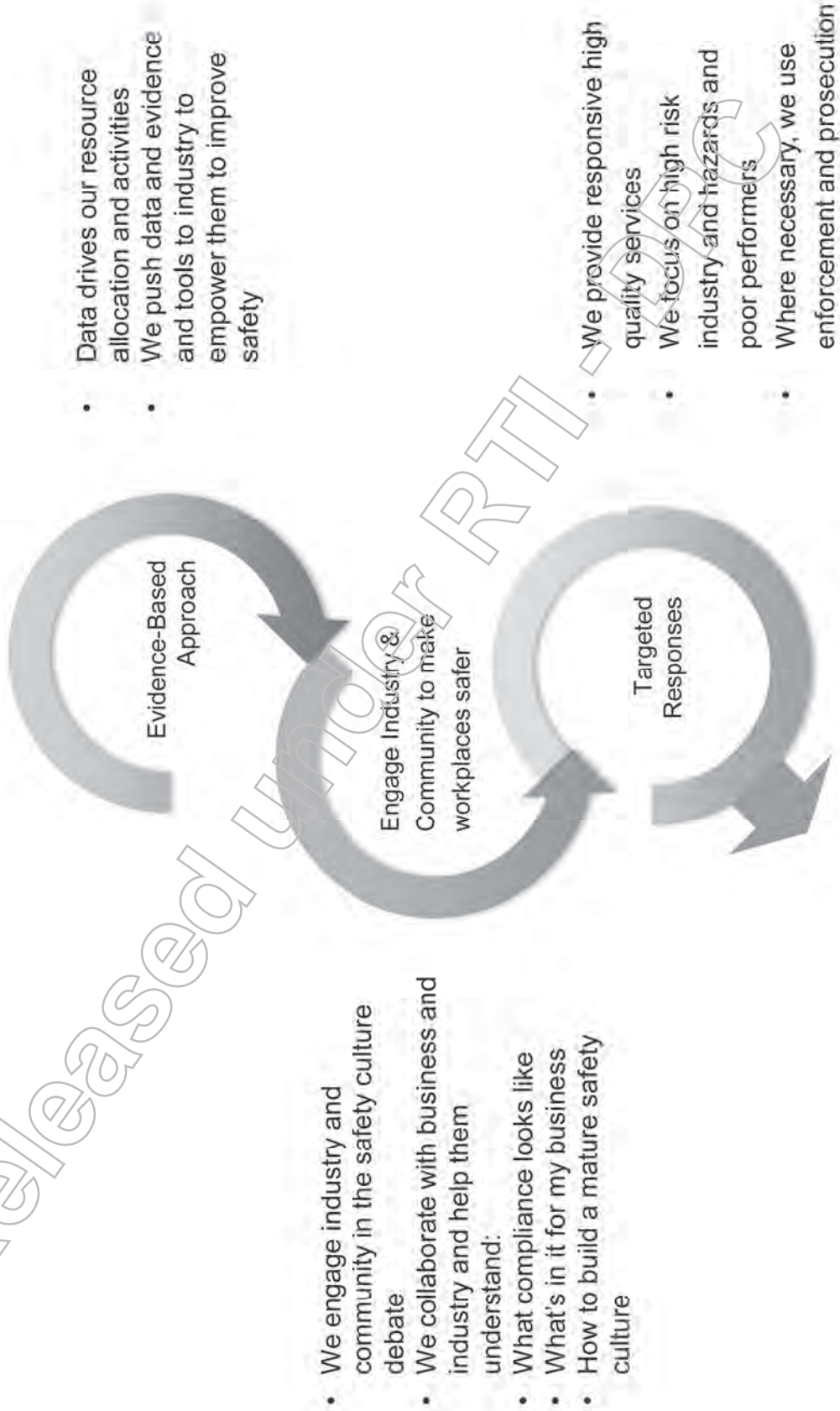
# Who we are

The Office of Fair and Safe Work Queensland's (OFSWG) has responsibility for:

- Work Health and Safety and Electrical Safety
- Workers' Compensation Regulator
- Private Sector Industrial Relations

- Staffing  
357 field based staff including 93 safety advisors
- Funding  
82.4% provided by employers
- Legislation  
15 pieces

# The safety debate and our responsive regulator approach



Work Safe. Home Safe



# Changing Service Focus

Lead Enable

## Inspectors

Compliance and Enforcement Inspectors

Supporting Safe and Productive Business

Safety Ambassadors and Advocates

Leadership Program and Safety Culture Initiatives

Dedicated support for businesses with high claim rates

Dedicated support for small Business

Priority Industries

Hazard Groups

Enforceable Undertakings

Digital and Print Educational Resources

## Advisors

# The Injury Prevention and Management program (IPaM)

- A joint initiative between Workplace Health & Safety Queensland and WorkCover Queensland.
- Focuses on employers with high claim numbers and costs relative to size and industry.
- IPaM collaborates with business to deliver tailored assessments to help improve their work health and safety performance.

## IPaM successes...

- During 2014, advisors doubled from 13 to 29
- Working with 500 businesses per year, who realise improvements to their bottom line
- Over the 2012-13 to 2014-15 financial years, 38 IPaM businesses experienced a reduction of 40% - 60% in their workers' compensation premium.
  - This equates to an overall saving in premiums of \$3.6 million

## CASE STUDY: Gay Constructions

Privately owned small to medium enterprise specialising in steel fabrication.

Since joining the IPaM program in 2011:

- 80 per cent reduction in workers' compensation claims per year.
- 641 lost time injury free days compared with the previous record of 100 days
- Winner of Queensland Safe Work Award 2014

# Injury Prevention and Management program



**IPaM program**

Assisting 500 employing businesses a year but sharing learnings with all 350k employing Queensland businesses.

8.4% statutory claim numbers

14% average days off work

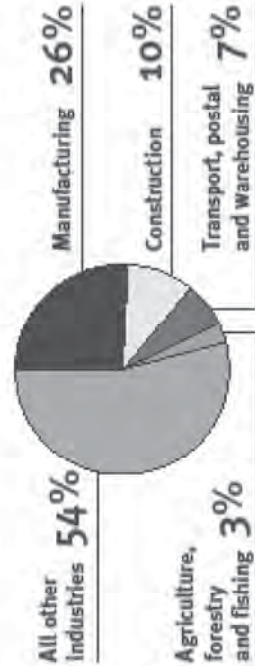
7.4% statutory costs

**IPaM participating businesses**

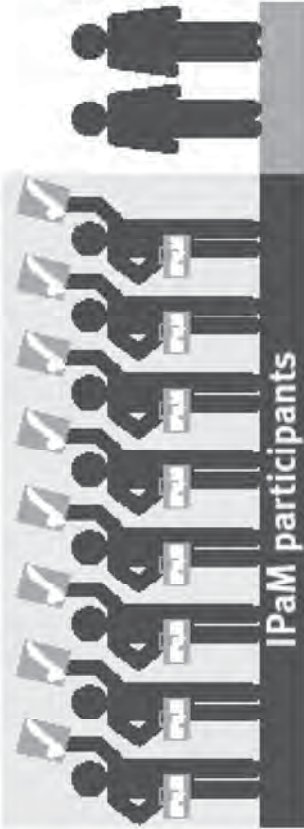
No change in average days off work

0.6% statutory costs

**Total Queensland workers' compensation scheme**



**Composition of IPaM participating businesses**



**IPaM participants**

Eight out of ten participating businesses find IPaM useful.

In 2012-14 participating businesses experienced:

**\$26 m** reductions in premium expenses

**\$8 m** savings

- production disturbance
- administrative burden
- human capital loss

**Cost reductions**

**premium reductions**

Three in four participating businesses from the priority industries of manufacturing, construction, transport and agriculture experienced premium reductions over 24 months.



Great starts. Great opportunity. And a plan for the future.

# Customising information for business



Targets information and advice for individual businesses to assist in benchmarking performance against comparable workplaces.

Delivers data and evidence to business through practical tools that help them to make informed decisions around work health and safety.

Leverages the existing 150,000 employers who are eligible to use WorkCover's employer online website to deliver customised information for specific industries.

- Online industry comparative calculator (for workers compensation costs)
- Online injury cost calculator
- Online safety benchmarking tool
- Employer Online:
  - Premium rates
  - Claim costs
  - Return to work data
  - Injury data

# Moving services online

24/7 accessibility, anywhere

Quicker processing times

Less paperwork

Reduced duplication of information

## Which services are moving online?

- Combined online form for incident notifications and claims
- Converting paper forms into interactive, dynamic Smart Forms that can be submitted online
- Providing online registers to check the status of some licence holders (eg High Risk Work and electrical)
- Moving licensing applications online by utilising Department of Transport and Main Roads licensing system

## WorkCover Worker Assist app

Users can use their mobile device to:

- Check the status of their claim
- Quickly see their next compensation payment date
- Easily claim an expense by uploading a photo of their receipt
- View their expense and remittance records
- Check their next appointment date and appointment details
- Find out their WorkCover Queensland claim contact
- Receive notifications so they never miss a message from their claim contact
- View correspondence with WorkCover Queensland
- Log in faster by setting up a four digit security PIN.



# Changing attitudes and behaviour

“A significant number of businesses reported resistance and a failure to comply among their employees and a lack of using ‘common sense’. These employees had a mindset that Work Health & Safety was not their responsibility, that they were covered by their employers and that Work Health & Safety stopped them from getting on with the job”.  
 Safe Work Australia, Small Business Survey 2014.



**Safety leadership**

Barbara Rusinko



**Safety Advocates**

Tiffany Ward



**Connect**



**Safety Ambassador**

Mal Meninga



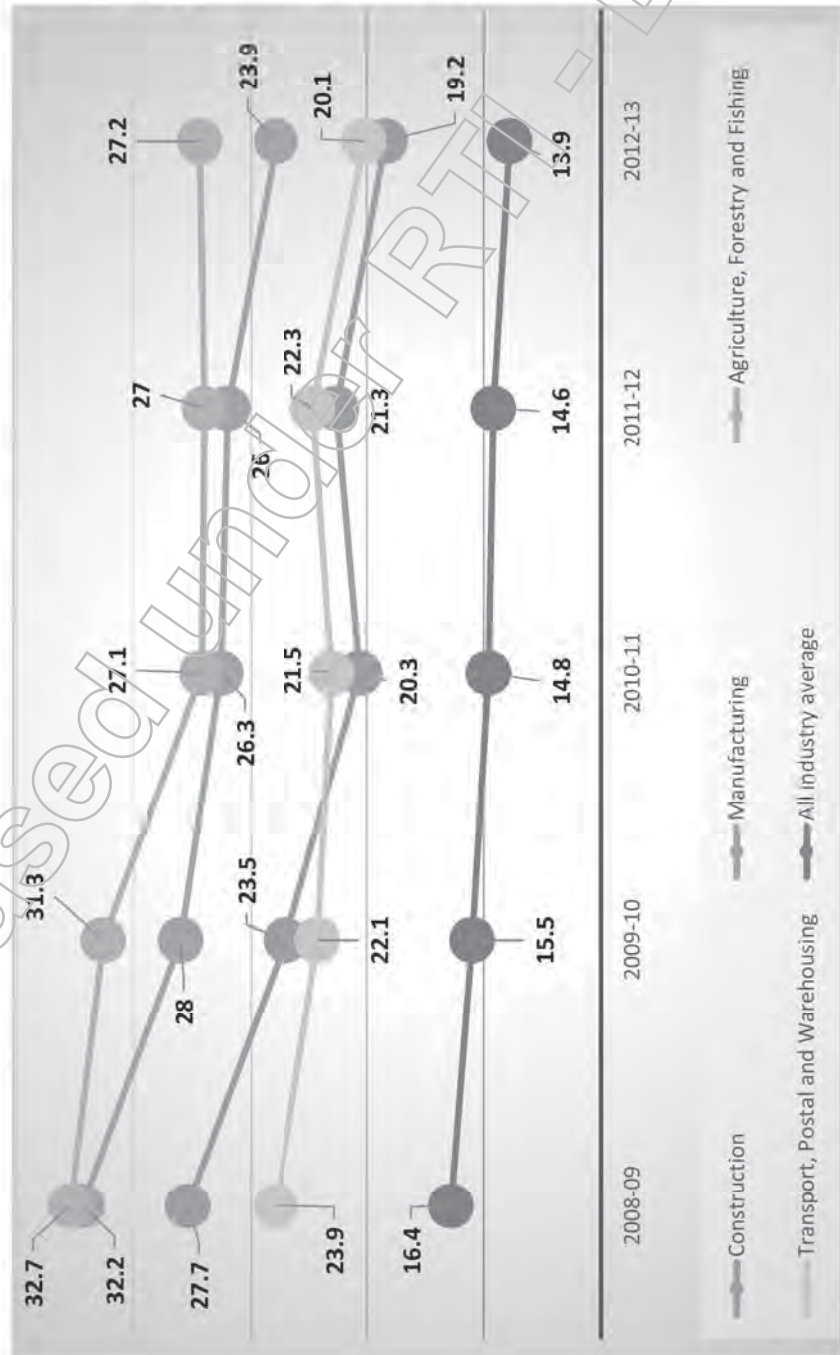
**Tools and resources**



**Advertising**

# Is it working?

## Serious work-related injuries



**15.4% reduction** between 2008-09 and 2012-13.

Even larger reductions in the 4 priority industries:

- Construction **30.5%**,
- Manufacturing **25.9%**,
- Rural **16.6%**,
- Transport **15.9%**

# Workers' Compensation Average Premium Rates

Reduction in the average premium rate has led to an overall reduction of \$280 million in workers' compensation premiums for Queensland between 2013-14 and 2014-15 *\*(figures below are \$ per \$100 of wages)*

	2010-11	2011-12	2012-13	2013-14	2014-15
QLD	1.30	1.42	1.45	1.45	1.20
NSW	1.66	1.68	1.68	1.55	1.40
VIC	1.34	1.34	1.30	1.29	1.27
SA	2.75	2.75	2.75	2.75	2.75
WA	1.50	1.57	1.69	1.67	1.55
TAS	2.13	2.19	2.28	2.36	2.30
ACT	n/a	2.16	n/a	2.42	2.46
NT	2.10	2.20	2.30	2.40	n/a
CWLT	1.25	1.40	1.77	1.89	2.12



Work safe for the  
*moments*  
that matter

What's your most important reason for work health and safety?





Queensland Police Service

# PSRB Leading Renewal Forum

Commissioner Ian Stewart APM

Tuesday 9 December 2014



## QPS Strategies

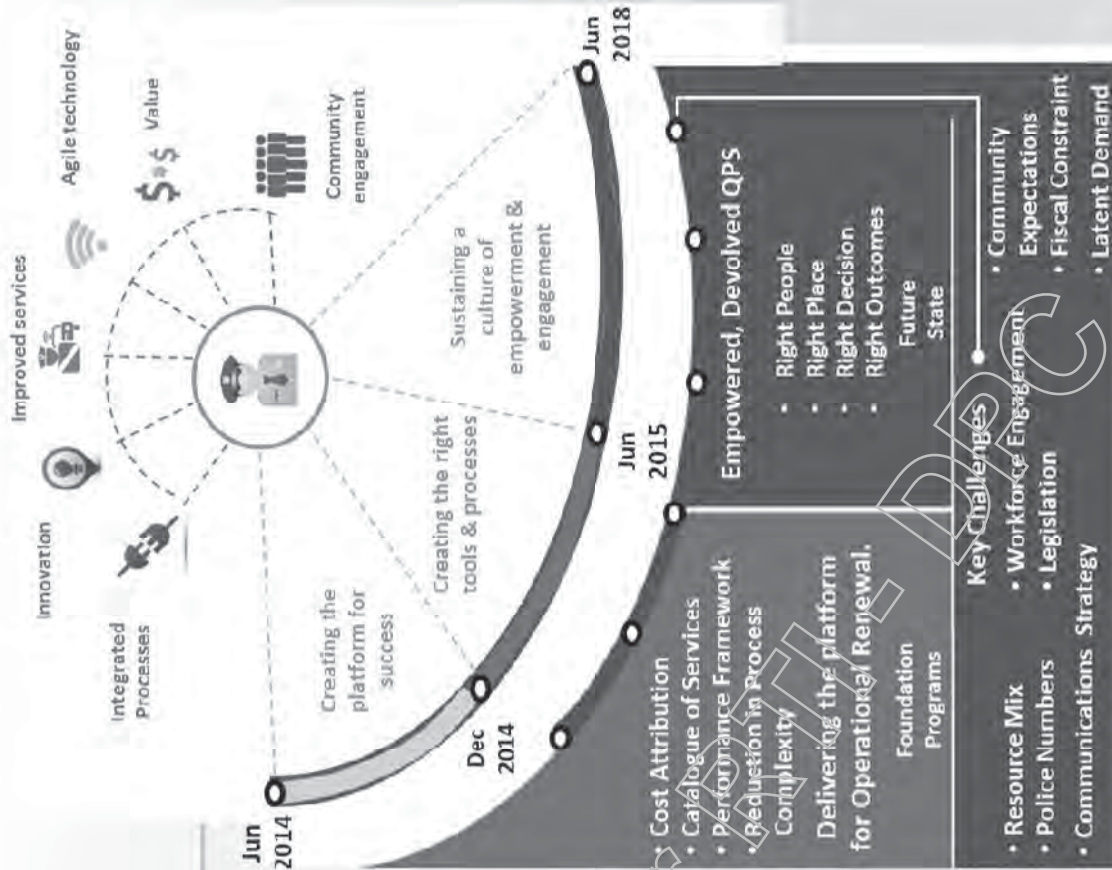
- **Frontline Services** – Implement an integrated service delivery model, underpinned with improved intelligence capabilities and expanded options for the community to engage with police.
- **Culture** – Manage a program of culture renewal to improve transparency and trust, devolve authority to the frontline and to embed a value based culture of innovation and accountability.
- **People** – Strategies include ensuring safe delivery of services, improving community engagement, enhancing social media monitoring, increasing diversity, implementing contemporary performance measures and continuing officer development and training capability.
- **Processes** – Improve job allocation, reduce process complexity, implement mobile device technology to the frontline, utilise assets to full potential, enhance procurement, improve organisational reporting and alignment of the QPS with the PSBA, and enhance cross agency collaboration.
- **Systems** – Implement strategies to improve data management and maximise intelligence analytics capabilities.



# QPS Transformation 2014 to 2018

2014 – 2015  
Foundation Program

- Cost Attribution
- Catalogue of Services
- Performance Framework
- Reduction in Process Complexity





# Renewal Program – Innovation



Customers first

Proactive  
policing  
(stakeholder  
collaboration)

Intelligence-led  
policing



Be courageous

Productivity  
through  
technology



Ideas into action

Borderless  
policing  
(collaboration  
operationally)



Unleash potential

Place & case  
management  
and  
performance

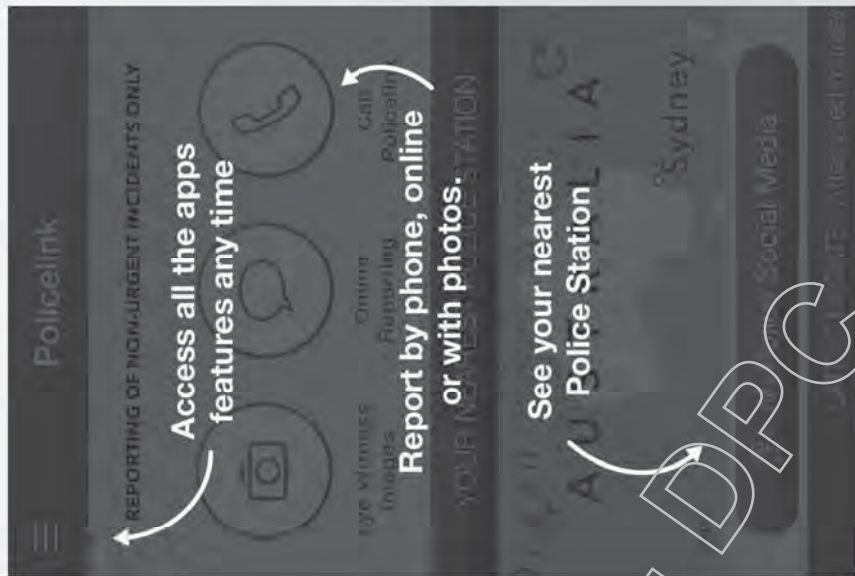


Empower people

Devolution



# Service Delivery Improvements





# Service Delivery Improvements

## Success: Technology supporting frontline services

- Technology gives officers quicker, easier access to vital intelligence on the beat, rather than phoning, radioing or going back to the station
- Saves up to 30 minutes in desk time per officer per shift, freeing up officers to focus on frontline services
- Enforcement is up by more than 5%
- 2800 frontline police officers are now using iPads and/or iPhones with more to be issued prior to G20 in November 2014

**Police hit the digital beat**

Police are using iPads and iPhones giving officers better access to information on the go, saving desk time, and focusing on frontline services

## Success: Creating more efficient processes

**Improving the weapon licence application process**

The implementation of online applications decreased manual handling of applications by 21,581 hours

**Improving the weapon licence application process**

Online application of Permits to Acquire has reduced the time taken to process them with less manual handling required



# Service Delivery Improvements

## Success: Improving police response times (HUBS)

### Rapid Action and Patrols (RAP)



The Rapid Action Patrols aims to allow a more mobile, agile and visible approach to calls for service, improving response times



- A more mobile, visible and agile approach to calls for service
- Rapid Action and Patrols (RAP) is fully operational on the Gold Coast and in Townsville late 2014

## Success: Revitalising Neighbourhood Watch (NHW)

- Using digital media, including social media has improved community engagement
- Over 214,000 visits on the NHW blogs
- Providing NHW groups with online resources—4,700 members
- 424 Neighbourhood Watch groups established
- Partnering with Volunteering Queensland to increase community participation

### Improving Neighbourhood Safety



Police have revitalised the Neighbourhood Watch Program, using digital media.







QPS 2014

- Crime is down ↓ 10%
- Demand is up ↑ 7%
- Road Safety @ - 42
- Community satisfaction @ 81%
- Complaints against police ↓ 20%
- Failed prosecutions @ .01%
- Reporting Online (0 – 13%)
- Disaster Management
- G20
- Criminal Motorcycle Gangs
- PSBA Integration
- Terrorism
- Major Crime
- Forensic Register



## More Improvement 2015

- Stretch targets
- More work across the value chain with other agencies, Not For Profit, business and community
- Workforce engagement - morale, culture and education
- Productivity – mobility, customers, red tape reduction and technology
- Safer Streets
- Indigenous policing
- Domestic Violence review
- Mental Health initiatives
- Community Confidence (proper use of powers and community messaging)
- Use of Force review



# One Government

**Our Mission**  
 Stop crime • Make the community safer • Build relationships

**Our Values**  
 Courage • Fairness • Pride

## Queensland Public Service Values

-   
Customers first
-   
Ideas into action
-   
Unleash potential
-   
Be courageous
-   
Empower people