

Part 2: Levers for renewal

There are three levers for public sector renewal in Queensland:

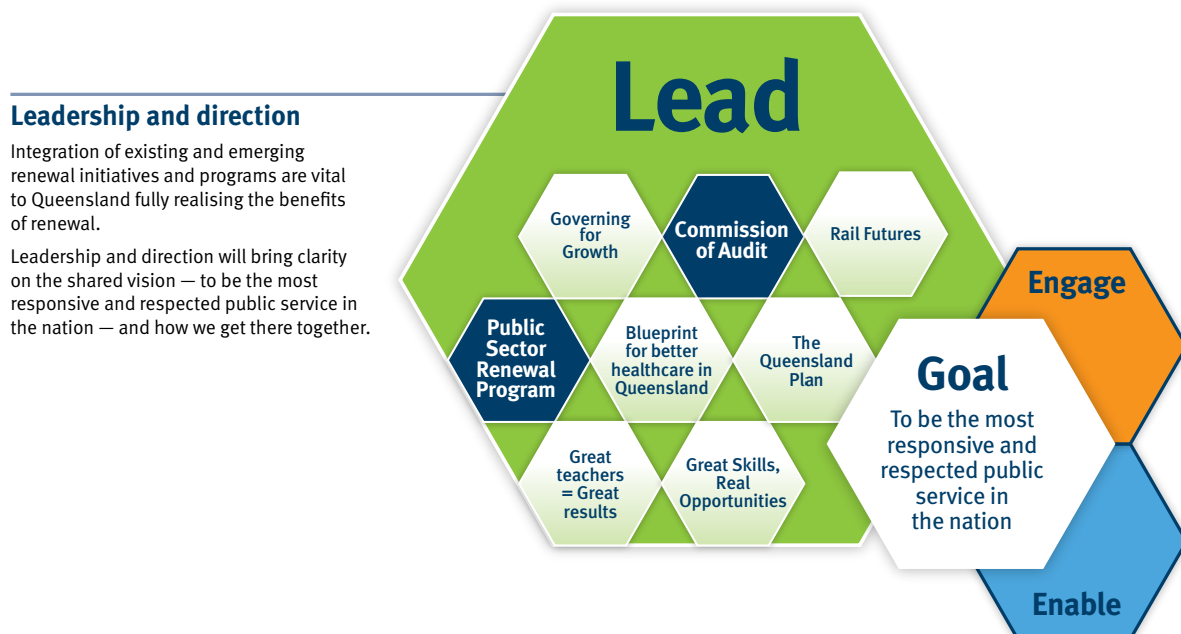
- leadership and direction
- employee engagement
- enabling systems and processes.

These are discussed in the next sections.

Leadership and direction

The leadership and direction lever sets out the strategic direction for the QPS. The scope of initiatives is expansive, covering renewal in service delivery and the way the public service operates (Figure 17). Some of the renewal initiatives are pitched at the whole-of-government level, while others involve several agencies. Yet others are specific to a particular agency or portfolio.

Figure 17: Queensland’s renewal framework – leadership and direction



Source: Department of the Premier and Cabinet, 2013, Queensland’s Renewal Framework

The leadership and direction lever includes two key QPS-wide initiatives that strongly align to workforce renewal:

Leadership and direction initiatives:

- Commission of Audit
- Public Sector Renewal Program

Commission of Audit

What

The Queensland Government established the independent Commission of Audit (CoA) in March 2012. The purpose of the audit was to review the government's financial position and make recommendations on:

- strengthening the Queensland economy
- improving the state's financial position including regaining a AAA credit rating
- ensuring value for money in the delivery of frontline services⁵.

How

The CoA's final report was released in April 2013 and accompanied by the Government's response to the final report, [A Plan – Better Services for Queensland](#).

The final report makes 155 recommendations, covering government commercial enterprises, financial management, service delivery and public sector reform. In the government's response:

- 118 recommendations were accepted in full by the government
- 13 recommendations were noted, six recommendations were not accepted and 18 were being further considered.

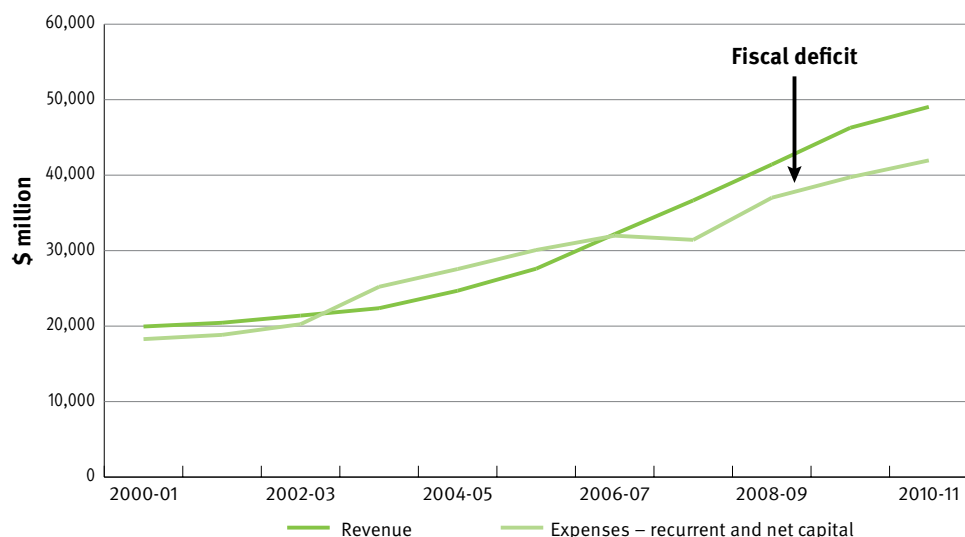
Many of the recommendations relate to improving service delivery, and the introduction of greater competition and contestability in the procurement of services.

Why

The CoA's June 2012 interim report analysed the government's financial position, and provides a rationale for the renewal agenda.

The report found that gross debt had increased dramatically since 2006 as a result of increases in expenditure. Revenue increases were insufficient to cover expenditure, and large government borrowings occurred as a result. The CoA predicted that *“unless immediate corrective action is taken, gross debt will continue to escalate, reaching \$100 billion by 2018-19.”*⁶ The widening gap between government revenues and expenses is shown in Figure 18.

Figure 18: general government revenue and expenses



Source: Treasury data cited in Queensland Commission of Audit Interim Report June 2012, p. 3

The renewal process will restore financial sustainability and improve service delivery.

Success looks like

- increased financial strength through the paying down of debt
- more and better services delivered at lower cost
- a stronger Queensland economy.

⁵ Queensland Commission of Audit, *Interim Report June 2012*, Queensland Government, Brisbane, 2012

⁶ Queensland Commission of Audit, *Interim Report June 2012*, Queensland Government, Brisbane, 2012, p. 3.

Public Sector Renewal Program

What

The Public Sector Renewal Program is the government's main program for achieving the goal of the QPS being the most responsive and respected public service in the nation. The program includes renewal reviews of departments, which include a review of their services and how these services are delivered.

How

Renewal encompasses a range of reform activity across government, including the development of new QPS values, the implementation of the COA recommendations and applying contestability to government services. It aims to improve the way we do our business by driving innovation, investing in partnerships and giving Queenslanders real choice.

Agency reviews are a key element in the Public Sector Renewal Program. In mid 2012, the Department of the Premier and Cabinet (DPC) commenced a series of agency reviews oversighted by the Public Sector Renewal Board (PSRB). The reviews aimed to provide a comprehensive analysis of each agency's service strategy, delivery models and governance in terms of the following principles:

- customer focus
- innovation
- contestability, commissioning and core services
- excellence, agility and productivity
- governance and accountability⁷.

The PSRB engages with agencies on key service delivery issues, and acts as an independent body which can analyse, improve and challenge agency plans for improvement. All agency reviews will be completed by December 2013.

Why

The Public Sector Renewal Program recognises that business as usual will not deliver the necessary benefits for Queenslanders. The program is therefore a conscious search for better ways to deliver better services for Queenslanders.

The PSRB was established by the Premier in June 2012 to provide advice on the delivery and implementation of the QPS renewal program.

Success looks like

- greater focus on core service delivery and contestability
- greater innovation and accountability in service delivery

⁷ Public Sector Renewal Board, *A Blended set of Principles*, unpublished.

Case study: Improved ambulance services deliver faster transport times

Fast facts

Department: Queensland Health

Area: Queensland Ambulance Service

Employees: 3,678

Focus area: ambulance transport times of patients

Year: 2013

Geographical area: Queensland-wide

The situation

Like ambulance services in other jurisdictions, the Queensland Ambulance Service (QAS) was facing an increased demand for its services and consequent resourcing pressures.

The approach

The changes focussed on implementing structural and service changes to better integrate ambulance and health services. These changes took two main forms:

- the QAS re-aligned its regional structure in November 2012 to correspond with the boundaries of the Queensland Hospital and Health Services (HHS).
- implementation on 1 January 2013 of recommendations from the Metropolitan Emergency Department Access Initiative (MEDAI).

Outcomes

Since the realignment of the regional structure, in the first six months of 2013, emergency response times for Code One cases in the south east corner of the state have improved:

- in 50 per cent of cases, ambulances arrived at the scene within 8.3 minutes, an improvement of 18 seconds from the 2012 calendar year
- in 90 per cent of cases, ambulances arrived at the scene within 15.5 minutes, an improvement of 42 seconds.

The implementation of the MEDAI recommendations has also resulted in the more rapid transfer of care for patients from the ambulance service to the emergency department improving treatment pathways.

Patient off-stretcher time (time from arrival at hospital to the patient being moved from the ambulance stretcher into the care of the emergency department) has improved by around 10 per cent to June 2013, compared to the first half of 2012. This not only means that the patients receive hospital treatment more quickly, but that the ambulances are available to go to the next job sooner.

Prior to the implementation of the MEDAI recommendations, it was calculated that for QAS in 2010-11 a total of 1,315 days of lost time were associated with ambulance crews being delayed for greater than 30 minutes at the 27 major hospitals in Queensland. In the first six months of 2013, this was reduced to 318 days of lost time, meaning that 433 days of extra ambulance availability has been returned to the Queensland community.

Further service improvements are also expected following the merging of QAS with Queensland Health on 1 October 2013. The merger, which is in line with recommendations from the Queensland [Commission of Audit](#) and the [Police and Community Safety Review \(PACSR\)](#), brings Queensland's acute health care structural arrangements into line with other states. It also provides enhanced opportunities for improved service integration and demand management, given that the majority of the ambulance services' operations interface directly with health-related services.

Source: Queensland Ambulance Service, Department of Health. See also 'New approach results in improved ambulance services' and 'New era for Queensland Ambulance Service'.

Case study: Service redesign results in reduced hospital waiting lists

Fast facts

Department: Queensland Health

Area: Clinical Services Redesign Program

Employees: 76,856

Focus area: Reducing hospital waiting lists for patients

Year: 2010-2013

Geographical area: Queensland-wide

The situation

Queensland Health established the Clinical Services Redesign Program (CSRP) in September 2010 to improve the performance of the public hospital system.

Approach

The CSRP included service redesign projects in up to twelve service areas each year. They aimed to improve capability in service redesign and foster clinical service improvements across the state. The approach quickly expanded across the state.

The program was based on working closely with operational staff on the ground to identify potential improvements. Changes focussed on redesigned clinical processes in the emergency department, and reducing red tape.

Outcomes

The CSRP has resulted in significant quality and performance improvements in the public hospital system.

Data indicates that the CSRP has:

- removed over 500 years worth of waiting in inpatient and emergency department length of stay
- led to improvements in performance against the four hour National Emergency Access Target, rising from 62 per cent to 75 per cent
- released over \$100 million in capacity in Queensland's public hospital system, which can be prioritised towards the faster treatment of more patients.

These outcomes represent a more patient-focussed service that is far more efficient.

Source: Premier's Awards for Excellence in Public Service Delivery, 2013, 'Clinical Services Redesign Program'

Case study: Better and more efficient social housing outcomes through partnerships

Fast facts

Department: Department of Housing and Public Works

Employees: 3,720

Focus area: Improving social housing in Queensland

Year: 2013

Geographical area: Queensland-wide

The situation

Social housing in Queensland is experiencing a number of challenges, including:

- demand exceeding supply, with 21,500 households currently on the waiting list
- an ageing housing portfolio, with much of the existing stock comprising three bedroom homes that are expensive to maintain and do not meet the needs of clients
- a changing clientele, requiring one or two bedrooms, especially those with a disability or with other high support needs, needing more appropriate housing.

Approach

The Department of Housing and Public Works (DHPW) is collaborating with the non-government sector to better utilise the department's property assets and improve social housing in Queensland.

In response to the challenges outlined above, DHPW is developing innovative property solutions in partnership with organisations such as Defence Housing Australia (DHA), BHC (formerly known as Brisbane Housing Company), Youngcare, Churches of Christ and the Lady Musgrave Trust.

DHPW has identified redevelopment opportunities and is redeveloping existing homes sites into apartments. The partnership with DHA, for example, will see government-owned land being made available for DHA to construct defence housing, as well as social housing apartments. Redevelopment is also being carried out by DHPW as well as registered housing providers.

Outcomes

These partnership arrangements are changing the face of social housing in Queensland and delivering many benefits, such as:

- a more efficient use of land for housing smaller households using apartments
- projects are funded through land equity, rather than large cash outlays
- leveraging the capacity of non-government organisations (NGOs) to part-fund the projects
- new apartments are designed for clients with high support needs and accessibility features.

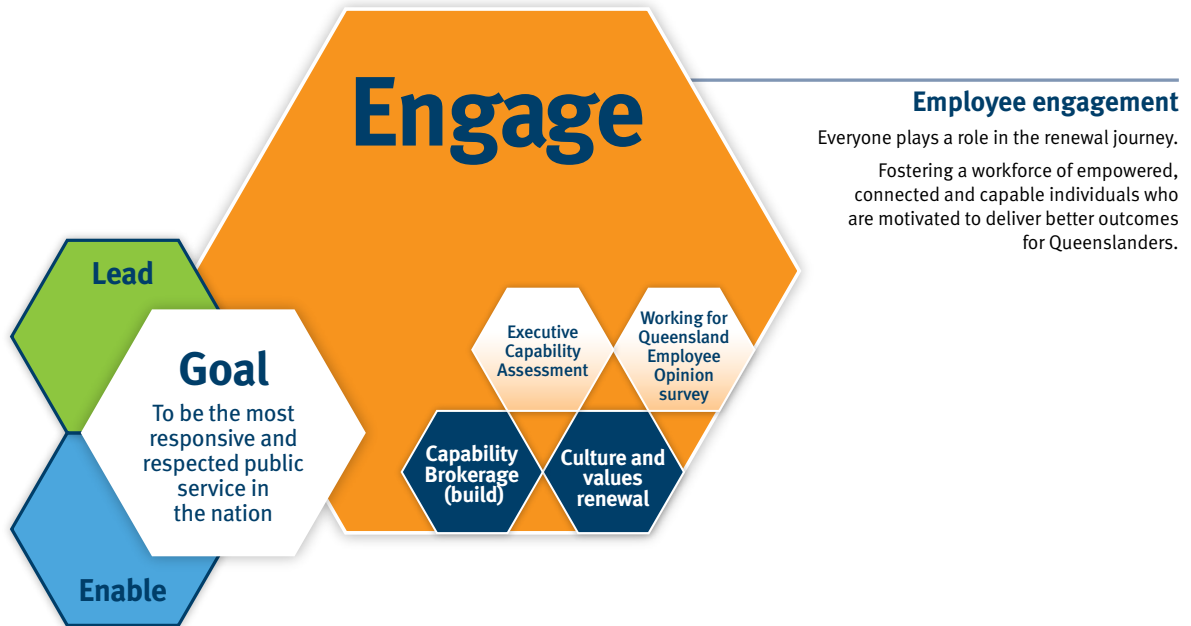
Redeveloping existing sites also positions the social housing sector for a more sustainable future by reducing the level of under-occupancy in dwellings. Single tenants who occupy multi-bedroom detached houses can be relocated to an apartment, and older dwellings with a high maintenance burden can be sold, with the proceeds reinvested in further housing assistance. The approach also leverages skilled industry capability to accelerate housing provision.

Source: Department of Housing and Public Works

Employee engagement

At the heart of service delivery is people — the people who receive services, and those that deliver services to the community. To this end, it is vital that public service employees are engaged in their work, and have the skills they need to deliver high quality services.

Figure 19: Queensland’s renewal framework – employee engagement



Source: Department of the Premier and Cabinet, 2013, Queensland’s Renewal Framework

This section analyses two key initiatives for the employee engagement lever that strongly align to workforce renewal:

Employee engagement initiatives

- culture and values renewal
- capability brokerage

Culture and values renewal

What

A new set of values for the QPS was launched in September 2013. Renewing the values of the QPS aims to create better ways of working that support improved customer service and make the QPS an employer of choice. There are five values:



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

Source: Public Service Commission, 2013, *About the public service*

How

A grassroots approach was taken to develop the values, based on engagement with over 21,000 QPS employees across the state through surveys and forums. The values reflect the key characteristics employees want to see in their workplace and organisational culture.

Agency chief executives will play a central role in driving cultural change and embedding the new values in the QPS.

Key aspects of embedding the new values will include:

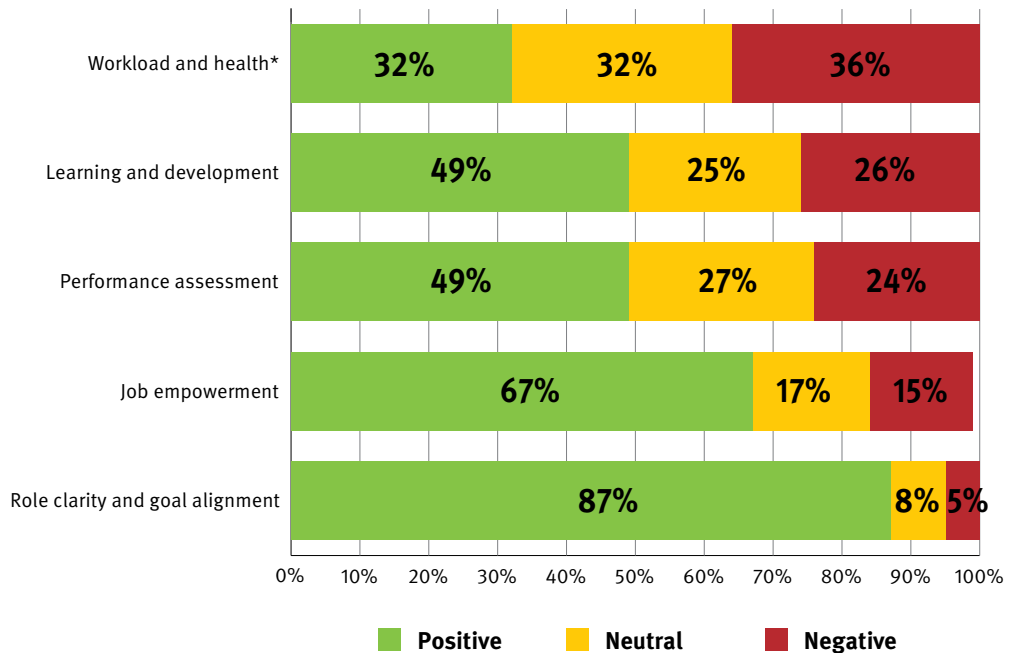
- senior executives modelling the values and behaviours that the QPS is seeking
- leaders engaging in regular conversations with their employees about how to operationalise the values in a visible way
- creating a common language about the values.

Cultural change of this type usually takes years to successfully implement. The *Working for Queensland Employee Opinion Survey 2013* results will help monitor progress in embedding the values across the QPS.

The survey provides baseline data on perceptions relating to innovation and ideas, as well as perceptions of customer service (discussed previously in this report). The survey also provides data on empowerment and realising employee potential (see [Figure 20](#)), with a list of factors and items provided in [Appendix 1](#).

The results suggest that employees understand their roles and that employee roles are aligned with organisational goals (role clarity and goal alignment factor). Further, over two thirds of responses (67 per cent) to the six question items under the job empowerment factor were positive.

Figure 20: individual job factors



Source: Working for Queensland Employee Opinion Survey 2013

Note: reported percentages are based on valid responses to the respective questions. *Positive* expresses the average percentage agreement ('Strongly agree' and 'Agree') for survey questions included in each factor. *Neutral* expresses the average percentage of neutral responses to the relevant questions. *Negative* expresses the average percentage disagreement ('Strongly disagree' and 'Disagree') for the relevant survey questions. Survey items included in the displayed factors are listed in Appendix 1. Percentages are rounded and may not add up to 100%.

* Question items under the Workload and health factor were reverse coded so that 'Positive' indicates the average disagreement and 'Negative' indicates the average agreement with the statements 'I am overloaded with work', 'I feel burned out by my work' and 'My work has a negative impact on my health'.

In contrast, Figure 20 also indicates that empowerment through learning and development, and effective performance assessment are less prevalent in employees' work experiences with only about half of the given responses to the relevant questions expressing agreement with the posed statements.

Empowerment is compromised when people are overloaded with work or experience other negative impacts on their health. The results for the workload and health factor are a concern, with 32 per cent of responses to the three questions being neutral and a further 36 per cent being negative.

Why

A new set of public service values were created to help renew workplace culture with increased employee engagement and service delivery responsiveness

Success looks like

- chief executives, managers and employees model better ways of working and values
- employees have improved levels of engagement over time.

Case study: innovation and collaboration achieve rapid damage assessments for Queensland communities

Fast facts

Department: Queensland Reconstruction Authority

Employees: 70

Focus area: damage assessments for Queensland communities

Year: 2013

Geographical area: Queensland-wide

The situation

Managing a reconstruction program the size and scale of Queensland's requires innovative and collaborative solutions. The 2013 disaster events caused more than \$2.4 billion in damage, bringing the total of the reconstruction program the Queensland Reconstruction Authority (the Authority) is managing to approximately \$14 billion.

Approach

Following the disaster events of early 2013, the Authority swiftly developed a collaborative and streamlined process to help councils get on with the job of rebuilding.

Staff members were deployed to the worst-affected communities across the state to work side-by-side with Council employees to conduct rapid damage assessments of commercial, residential and council infrastructure.

Quick assessments of infrastructure damage are vital to speed up applications for Natural Disaster Relief and Recovery Arrangements (NDRRA) funding. A combination of cross-government collaboration and state-of-the-art technology was used in the field to help councils capture data on infrastructure damage in the immediate aftermath:

- damage was mapped and photographed with hand-held devices using the Authority's Damage Assessment and Reconstruction Monitoring system (DARMSys™), which it developed following the natural disasters in 2011.
- technical staff and assessing officers worked with Councils to identify priority projects and focus on getting those submissions prepared and lodged as soon as possible.
- the hand-held devices in the field were linked to the Authority's internal Grants Management and Reporting System, so that councils could transmit data directly to the Authority's systems and make the process applying for NDRRA funds simpler and faster.

Outcome

These innovative and collaborative approaches made a big difference to local councils and their communities. For example, Bundaberg Regional Council was able to go to market for \$40 million of its 2013 restoration program in just four months. In comparison, it took approximately 18 months to go to market for \$25 million worth of works following the 2011 floods.

Source: Queensland Reconstruction Authority

Capability brokerage

What

The QPS needs to invest in its employees and leaders so it can continue to attract high quality candidates, compete for talent with the private and not-for-profit sectors and have the skills and capabilities to deliver high quality services. The sector seeks a mobile workforce which can draw on diverse experiences and perspectives.

How

The PSC Leadership Development Strategy (LDS) will guide future leadership capability building across the QPS. The strategy seeks to:

- build depth of leadership capability across the sector
- ensure a broad pool of ready talent
- make leadership development intentional, relevant and targeted
- develop best practice approaches to leadership development and talent management.

The PSC takes a sector-wide perspective to building capability through three main approaches: lead the sector, engage with individuals, and enable agency initiatives.

Figure 21: leadership development strategy 2013-15



Source: Public Service Commission, Leadership Development Strategy 2013-2015

PSC brokers the delivery of development programs and initiatives with third party providers for whom leadership development is core business, such as universities, professional bodies and contractors. Programs are reviewed regularly to align with the government's renewal agenda, such as the new [QUT Emerging Leaders Program – Leading Public Sector Contestability Module](#).

A key plank in the LDS will be the use of the [Executive Capability Assessment and Development \(ECAD\)](#) initiative to identify and develop executives with high potential. Data from this process can be used for selection processes, a similar approach that has been used successfully in Hospital and Health Services in Queensland (see case study [Recruitment of 17 new health service chief executives](#)). Approximately 400 executives across the QPS are expected to complete executive profiling processes in 2013–14 under the ECAD initiative.

Why

Agencies will prepare five-year strategic workforce plans that identify the skills profile needed by the organisation, so appropriate skills can be sourced, developed and retained. These agency plans will inform a strategic workforce plan for the broader QPS, which will be prepared by the PSC.

It is anticipated that the introduction of greater contestability in service delivery will create an increased need for skills in a range of areas, such as:

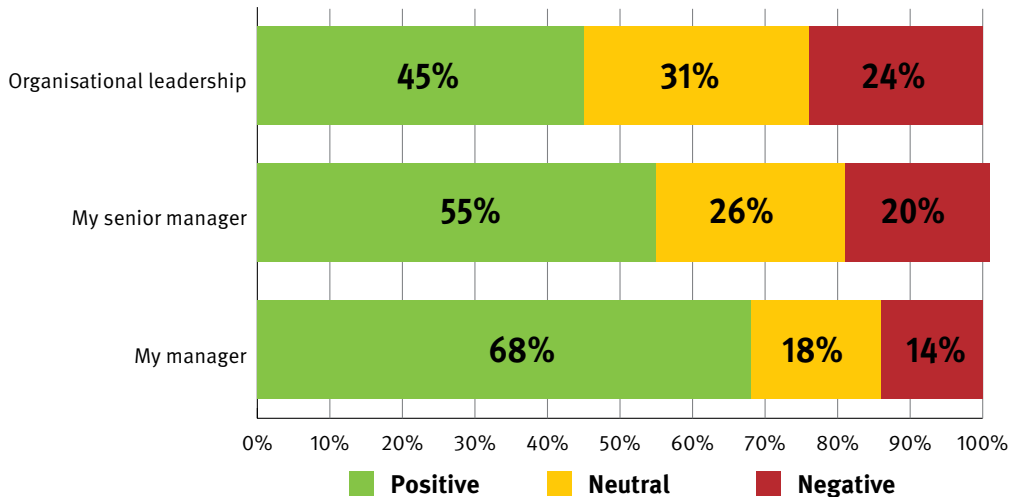
- market design
- innovative service delivery models
- strategic procurement
- commissioning of services
- contract management
- corporate governance
- financial management.

Improved workforce planning and capability development is vital in the context of demographic change, and the significant renewal occurring in service delivery models via contestability (see the [Enabling systems and process](#) section within this report).

Results from the *Working for Queensland Employee Opinion Survey 2013* also indicate that perceptions of organisational leadership influence the level of agency and job engagement and are therefore a key area for improvement within the QPS.

The survey asked employees questions about their manager (the person they usually report to), their senior manager (the person their manager usually reports to) and organisational leadership/management. The responses at each of these leadership levels are shown in Figure 22. Factor items are provided in [Appendix 1](#).

Figure 22: leadership at various levels



Source: *Working for Queensland Employee Opinion Survey 2013*

Note: reported percentages are based on valid responses to the respective questions. *Positive* expresses the average percentage agreement ('Strongly agree' and 'Agree') for survey questions included in each factor. *Neutral* expresses the average percentage of neutral responses to the relevant questions. *Negative* expresses the average percentage disagreement ('Strongly disagree' and 'Disagree') for the relevant survey questions. Survey items included in the displayed factors are listed in Appendix 1. Percentages are rounded and may not add up to 100%.

As shown above, the further away an organisational leader is from an employee, the less positive the employee's perceptions of that level tend to be. This is not unusual in employee surveys, where closer proximity often (but not always) results in higher scores.

Results from the *Working for Queensland Employee Opinion Survey 2013* also suggest there is limited mobility across the QPS with limited experience in other sectors. Almost two thirds of respondents (64 per cent) have worked in only one QPS agency. A further 20 per cent of respondents have worked in two agencies, and 16 per cent have worked in three or more agencies. In regard to broader experience:

- 23 per cent of respondents have worked in other government sectors (e.g. local, interstate, federal, or overseas public sectors) for a minimum of one year
- 17 per cent of respondents have worked in non-government sectors (e.g. not-for-profit sector, academia) for a year or longer
- 55 per cent of respondents have worked in the private sector for a minimum of one year.

Success looks like

The QPS workforce is well-led and has the skill profile and capability needed, now and into the future.

Case study: recruitment of 17 new health service chief executives

Fast facts

Department: Queensland Health

Employees: 85,000

Focus area: recruitment of 17 chief executives

Year: 2013

Geographical area: Queensland-wide

The situation

As part of the national health reforms, Queensland Health had to recruit and develop 17 health service chief executives (CEs) to lead 17 Hospital and Health Services (HHSs) across Queensland.

The recruitment task was complex, with three key objectives to achieve:

- 1 maximise CE performance by facilitating and accelerating onboarding
- 2 maximise HHS performance by inducting and developing CEs in-line with business needs and strategic priorities
- 3 maximise return on investment for the recruitment and selection process.

Approach

To deliver on these objectives within a 12-month period, Queensland Health worked closely with the HHS Boards and partnered with executive search firm Talent2, and executive assessors Cerno.

As the first step, Queensland Health developed success profiles for each role, outlining key skills, experience, behaviours and suitable fit. These profiles guided the next critical role in the recruitment process – the executive search process.

As the second step, Queensland Health worked with Talent2 to refine the executive search process. The search was broad – local, national and international markets – and targeted:

- Australia
- New Zealand
- Hong Kong
- Singapore
- United Kingdom
- America
- Canada.

The advertising strategy was critical to target the ‘right’ candidates, which incorporated a wide-range of local channels, such as: newspaper (local and national), editorial, international health journals, electronic media (SEEK, CareerOne, HealthJobsUK and Guardian Jobs) and a dedicated website from Talent2.

Outcomes

A total of 1,056 applications were received for the 17 CE positions. Working with Cerno and Talent2, Queensland Health commenced the shortlist process, leading to the identification of 4–5 candidates for each position, which were presented to the respective Board Chairs for each HHS to confirm their shortlists. Selection panels representing each of the 17 HHSs were able to draw on robust, multi-layered and diverse sources of information for selection decisions.

Leadership assessments (interviews, psychometric assessment, profiles) were then used to guide the evaluation and selection process. For successful candidates, development plans were created from the guided feedback sessions which framed their individual leadership plans. This strategic approach to CE transitions ensured that adequate and relevant support was provided during the critical induction period.

Positive feedback was received from a range of parties — chairs, panels and candidates — and indicated this approach:

- provided a robust view of each candidate
- allowed in-depth discussion during interviews
- provided insights into strengths and areas for development
- encouraged rich feedback to and from candidates
- lead to a tailored and targeted development process.

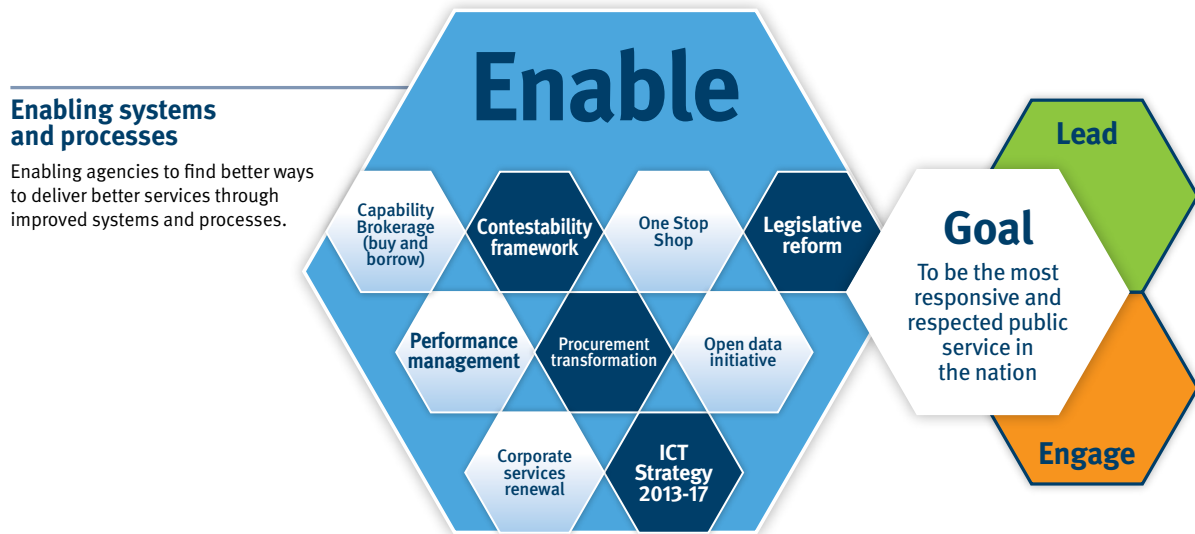
Source: Department of Health

Enabling systems and processes

Much of the Queensland Government’s renewal agenda relates to enabling reform through improved systems and process. The enabling environment can include ‘systems governing procurement, budgeting, sector-wide personnel frameworks, and probity’.⁸

The enabling lever is vital because much of the reform agenda is about ‘back office’ reforms that improve the efficiency and effectiveness of the QPS. Many of the reforms act as a platform for other renewal initiatives, and therefore ‘enable’ and facilitate aspects of the Lead and Engage levers.

Figure 23: Queensland’s renewal framework – enabling systems and processes



Source: Department of the Premier and Cabinet, 2013, Queensland’s Renewal Framework

A common theme in the enabling initiatives is creating greater flexibility in our services, infrastructure systems and human capital.

The enabling reforms cover a range of internal and external initiatives, including four that strongly align with workforce renewal:

Enabling initiatives

- contestability framework
- legislative reform
- procurement transformation
- ICT Strategy 2013-17

⁸ John Alford and Janine O’Flynn, *Rethinking public service delivery: managing with external providers*, The Public Management and Leadership Series, Palgrave Macmillan, Basingstoke, England, 2012, p. 251.

Contestability framework

What

The Independent Commission of Audit (COA) identified contestability as the means to provide better value for money in the delivery of front-line services. Contestability encourages more efficient and more innovative service delivery, whether by the public, private or the not for profit sector.

How

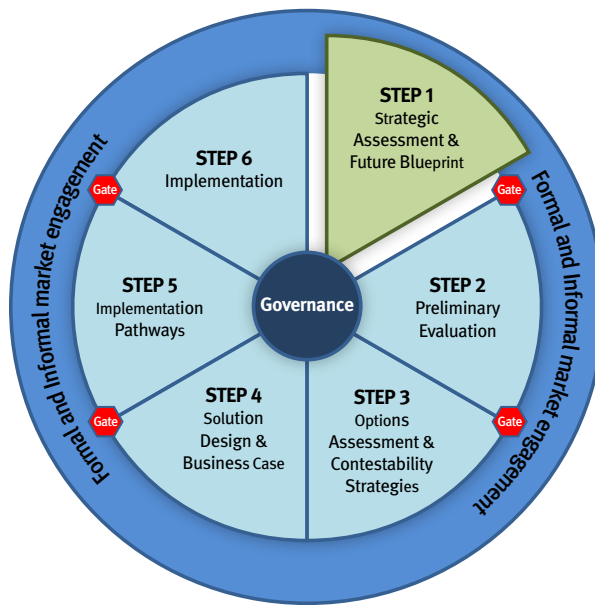
Contestability is a process where government tests the market to ensure it is providing the public with the best possible solution at the best possible price.

It challenges the way services are delivered by looking for new and better ways to deliver the services Queenslanders want and need.

Contestability does not automatically result in the outsourcing of a service. A contestability review will consider a whole range of service delivery options to ensure all possible options are considered. These include:

- keep and improve the service
- joint ventures
- performance-based contracting, such as payment by outcomes
- mutuals and employee-owned organisations.

Figure 24: contestability lifecycle



The Queensland Government has developed a contestability lifecycle to provide a fair, transparent and thorough process for considering how services are best delivered and who is best to deliver them (Figure 24).

It ensures that decisions are made based on sound, objective information.

Source: Department of the Premier Cabinet, 2013, The process – contestability lifecycle

Why

It is important that the QPS provides high-quality services that are flexible, responsive and efficient. To do this, the QPS must find new and better ways to ensure its services provide the best value for money for customers.

Success looks like

- the government is able to provide more and better services to the people and communities of Queensland
- government services remain contestable.

Legislative reform

What

The QPS has embarked on a range of legislative and administrative reforms to make the sector more responsive, flexible and streamlined.

How

Public sector legislative and administrative reform acts as an enabler for other renewal activities. As part of this process, the PSC reviewed a number of directives, guidelines and policies relating to the public sector employment framework to create greater innovation and productivity. These changes have:

- removed duplication
- simplified processes
- re-established managerial prerogative by removing barriers to managers making decisions
- reduced the total number of pages associated with the instruments by 35 per cent in 2012–13 alone.

The *Public Service Act 2008* will be reviewed in 2013–14 as part of the legislative reforms.

Additionally, under the guidance of the Public Sector Renewal Board (PSRB), many agencies have implemented administrative initiatives to streamline decision-making and reduce red tape in service provision.

The PSC worked closely with agencies throughout 2012–13 to create flatter organisational structures across the QPS. These reforms aimed to establish more appropriate spans of control that reflected the size and type of organisation. The reforms reflect concerns over the growth of middle and senior management positions that had limited or no supervisory responsibilities.

Agencies are also reviewing their business processes to create savings for government and external stakeholders alike. A number of red tape and green tape reduction initiatives have been highly successful (see case study: Increasing productivity through reducing green tape).

Why

The principles and approaches that underpin the *Public Service Act 2008* and other employment instruments have not been subject to comprehensive review for almost 20-years. The COA final report noted that a review of the public sector employment framework and other workplace management approaches were necessary to ensure that the public sector was contemporary and responsive.

Success looks like

- increased employee productivity over time
- enhanced customer experience through employees focussing on client needs and outcomes, rather than processes

Case study: Increasing productivity through reducing green tape

Fast facts

Department: Department of Environment and Heritage Protection

Employees: 1,066

Focus area: Environment licensing laws

Year: 2013

Geographical area: Queensland-wide

The situation

Changes made to environment licensing laws by the Department of Environment and Heritage Protection (DEHP) have freed-up small business and government by reducing the number of licences required.

Approach

This green-tape cutting outcome was achieved by moving to an outcomes-based approach to protecting the environment.

Under the new arrangements, businesses are required to achieve a set environmental standard, but have the freedom and flexibility to decide how they will achieve this goal. The approach encourages innovation and efficiency in business practices.

Outcome

The initiative has resulted in the number of licenses declining by 70 per cent (13,000 to 4,000) and will benefit up to 12,000 small businesses and individuals through a reduction in regulatory requirements. The changes represent a combined saving of around \$20 million through reduction in licensing fees and administrative red tape.

Source: Premier's Awards for Excellence in Public Service Delivery, 2013, Greentape Reduction Project

Procurement transformation

What

Achieving greater value-for-money outcomes by better leveraging the Government's procurement spend and implementing smarter sourcing practices.

How

The first phase of a Procurement Transformation Program (wave 1) officially launched on 3 June 2013.

One of the first major achievements has been the implementation of a new principles-based Queensland Procurement Policy. This was launched in June 2013 and provides a framework that:

- facilitates a 'one Government' way of working
- delivers flexibility and simplification of processes without foregoing accountability
- recognises that procurement has a key role to play in supporting the long term well being of our community
- reinforces our commitment to being leaders in procurement practice and maintain the confidence of our stakeholders
- cascades planning from a whole-of-government view through to operations via a category management approach.

Other key facts about Wave 1 of the Procurement Transformation Program:

- \$82 million to \$130 million in annualised benefits have been enabled in 92 business days, across 12 strategic sourcing initiatives (within five mega-categories: ICT, roads construction and maintenance, building construction and maintenance, medical, and general goods and services).
- 140 staff from across the sector were directly involved in the Program
- more than 250 staff participated in negotiation, strategic sourcing, presentation skills and LEAN training
- over 1000 staff provided insight and feedback into one or more of the deliverables.

Wave 1 builds on a review undertaken in late 2012 that proposed that by investing in procurement and changing the way we operate, an estimated \$600 million to \$1300 million in benefits could be realised in three to five years – benefits that can contribute to debt reduction or be redirected to Government priorities. The success of Wave 1 is the proof of concept.

Why

The Queensland Government spends and estimated \$16.3 billion annually on procuring goods and services. Achieving even modest improvements in procurement processes and outcomes can deliver significant savings and other benefits ultimately to Queenslanders.

The need to improve Government's approach to procurement was also identified in the final report of the Queensland Commission of Audit.

Success looks like

- driving value for money outcomes, helping to support and improve front line service delivery
- reduced waste by better managing demand and ensuring fit for purpose goods and services
- streamlined tendering processes and simplified documentation, making it easier and cheaper to deal with Government
- improved authentic engagement with suppliers to achieve the best solutions for government's procurement needs
- improved information availability to help suppliers find future procurement opportunities

ICT Strategy 2013-17

What	Released in June 2013, the Queensland Government ICT Strategy 2013-17 sets out initiatives to improve the efficiency and responsiveness of ICT services for both customers and QPS employees alike.
How	<p>The <i>Queensland Government ICT strategy</i> will implement initiatives across 12 focus areas. Key areas of priority include:</p> <ul style="list-style-type: none"> • improving the customer experience of government services, through greater opportunities to complete transactions online • delivering greater transparency and value for money in ICT-related expenditure, via dedicated dashboards which set out expenditure, progress, priorities and outcomes • implementation of contestability and ICT strategic sourcing for the delivery of services, that allow government to become an ‘enabler’ rather than a doer • government information being placed on the Open Data website, to drive economic activity and greater transparency.⁹ t <p>An action plan has been developed that sets out timeframes and actions to support the strategy.</p>
Why	ICT reform is a key element in improving service delivery to customers and improving public sector productivity.
Success looks like	<ul style="list-style-type: none"> • greater mix of ICT providers, to create incentives for service quality, experience and cost improvements • greater transparency in expenditure and results

⁹ Queensland Government ICT Strategy 2013-17

Case study: Improving the delivery of police services through technology-enabled solutions

Fast facts

Department: Queensland Police Service

Employees: 14,966

Focus area: improved service delivery through enhanced technology

Year: 2013

Geographical area: Queensland-wide

The situation

PoliceLink was established in 2010 as a 24-hour telephone contact centre (131 444) for non-urgent matters. Queenslanders can use the service to report break and enters, stolen vehicles, property damage and stealing.

Approach

PoliceLink has continued to evolve, to make maximum use of new technologies and further simplify the process for people making contact with police.

A new PoliceLink app has been launched which allows Queenslanders to report non-urgent matters to police using their mobile phone.

Outcome

More channels by which to report minor matters; and better access to services.

Source: Queensland Police Service, 2013, Introduction to Policelink