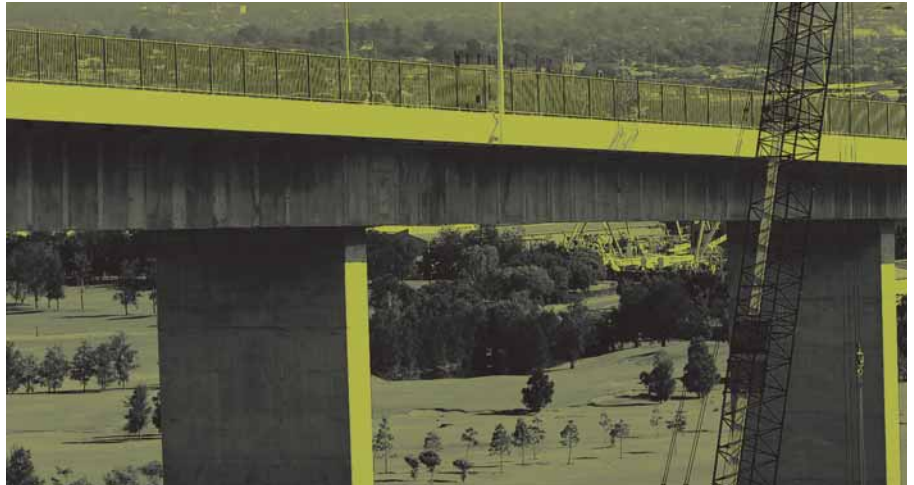


Strategy and Governance Group

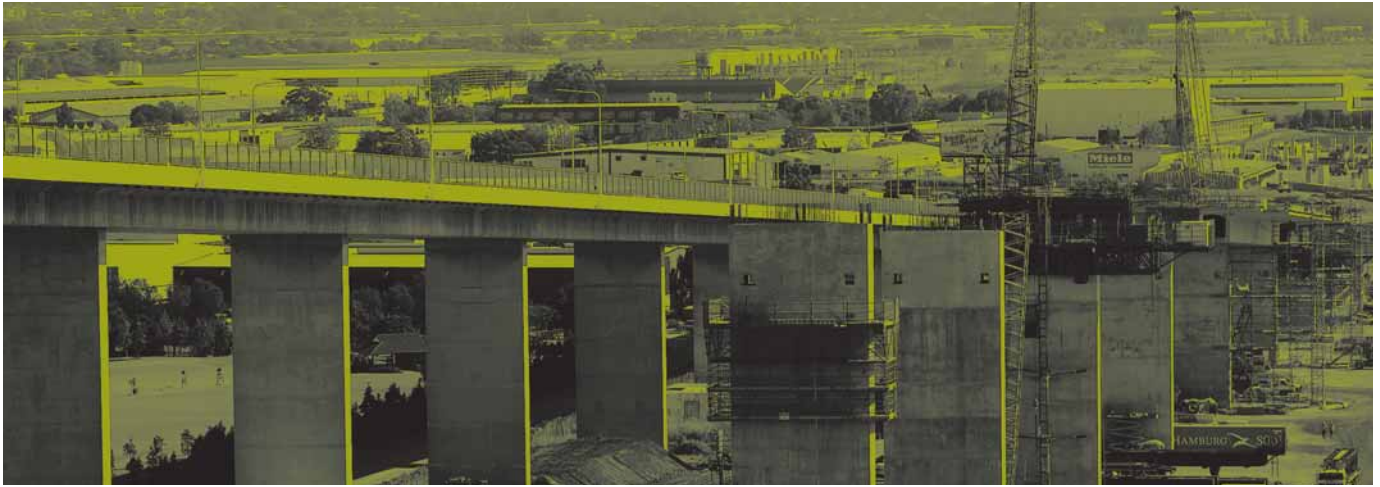


The Strategy and Governance Group, comprising Strategic Policy, Strategic Infrastructure Procurement, Program Management, Organisational Capability, Financial Asset Management and Executive and Communication Services, provides whole of government infrastructure and planning policy and coordination support and enables the department to deliver on its strategic goals and operational objectives.

This group is responsible for a diverse range of functions, including coordinating and monitoring the implementation of the *South East Queensland Infrastructure Plan and Program 2007–2026* (SEQIPP), providing internal corporate and executive support, external departmental communications, and marketing and leadership to government agencies and local authorities in policy and feasibility implications of significant infrastructure projects.

Key achievements

- Initiated the development of a new information and communications technology (ICT) network in partnership with CITEC as an early adopter of the Service Delivery Performance Commission's recommendations for centralised support of Queensland Government ICT infrastructure.
- Negotiated a two year contract for provision of outsourced support for Managed Desktop Services by Datacom Systems (Qld) Pty Ltd as the result of a competitive Request for Offer process.
- Developed a learning and development program to support continuing improvement in people management in an environment of growth and change and to build organisational capability.
- Led the organisational arrangements to establish the department after its inception in September 2007, including developing a new organisational structure and transitioning employees to that new structure.
- Led the development of robust corporate services frameworks, plans, policies and procedures across the functions of financial management, human resources, asset management, procurement, ICT and performance management.
- Developed the department's Strategic Plan 2008–2012 and supporting plans (e.g. Asset Strategic Plan) that ensure linkage to the department's strategic direction.
- Developed and implemented a Corporate Governance Framework.
- Negotiated new and interim accommodation lease arrangements to achieve better efficiencies and effectiveness in service delivery.
- Developed the ClimateSmart Fleet Implementation Plan, which will greatly reduce carbon dioxide emissions from the department's vehicle fleet.
- Developed and implemented new internet and intranet sites to replace the previous multiple departmental and business unit sites.
- Established the executive services and Cabinet functions in the department and supporting frameworks, policies and procedures.
- Developed a plan for introduction of a single electronic Document and Records Management System (eDRMS) to replace the three in place at the time of machinery-of-government changes
- Provided complex legal advice to the Coordinator-General and the Director-General in the environment of a new department and a record infrastructure-delivery program.
- Completed the Queensland Input Submission to the Council of Australian Governments (COAG) National Infrastructure Audit.
- Supported Queensland's interests in the COAG Infrastructure Working Group in establishing Infrastructure Australia and its work program for 2008–09
- Received a Premier's award for Excellence in Public Sector Management (Innovation and Creativity), recognising the work in facilitating the *South East Queensland Infrastructure Plan and Program 2007–2026* (SEQIPP).



- Developed and piloted a Gateway Review Process for use by the Queensland Government for major and critical infrastructure projects.
- Coordinated a major review of the SEQIPP.
- Developed a governance framework for Special Purpose Vehicles.
- Represented the Queensland Government on the COAG working group, assisting Infrastructure Australia to develop national Public Private Partnership (PPP) guidelines.
- Played the leading role in developing a new funding model for PPPs that uses public sector debt (the Supported Debt Model), which is being trialled in the SEQ Schools PPP Project.
- Worked in collaboration with other Queensland Government agencies developing PPP business cases for major projects (e.g. Sunshine Coast Hospital project, Queensland Children's Hospital, Gold Coast University Hospital and Gold Coast Rapid Transit).
- Played a leading role in continued Exclusive Mandate negotiations with the Kyoritsu Korea Consortium to develop new education and student accommodation facilities at the Ridgeway Avenue Campus of the Gold Coast Institute of TAFE.

Future developments

- Transition departmental ICT resources from existing disparate support networks to enable consolidation and maximise effectiveness of the new ICT network hosted by CITEC.
- Develop an ethics and integrity behaviour framework and supporting policies and tools, and implement across the department (e.g. online code of conduct module).
- Develop and implement innovative recruitment initiatives to meet increased demand for specialised/skilled resources in a tight labour market.
- Develop and implement a departmental Workforce Plan supported by contemporary workforce planning principles and data to deliver improved workforce management outcomes.
- Implement an integrated approach to corporate governance to inform better decision making and use of resources while meeting legislative and other obligations.
- Develop and implement leadership and management development programs and initiatives underpinned by effective performance and learning plans for staff.
- Finalise and implement the accommodation strategy for the department, including proposals to locate the Brisbane CBD service delivery arms of the department in one building with dedicated public access areas.
- Implement the whole-of-government Travel Management System to achieve further savings and efficiencies.
- Provide ongoing training and consultancy support in a range of corporate and executive services to departmental managers and staff.
- Implement stage 1 of the eDRMS project and plan and commence implementation of stage 2 of the project to ensure the department meets its accountability and records-management requirements.
- Establish a whole-of-department framework for the delivery of legal advice and services.
- Deliver a departmental intranet and develop internet and records-keeping functions to support emerging whole-of-government right-to-information priorities.
- Advance the state's interests in the Australian Government's new funding arrangement for infrastructure, including the COAG National Infrastructure Audit and Infrastructure Priority List.
- Advance the portfolio's planning, building, and development interests in the development and implementation of the Australian Government's Carbon Pollution Reduction Scheme.



- Design and implement an enhanced strategic policy capacity and capability to advance the department's whole-of-government leadership role in infrastructure and planning policy, including strategic infrastructure procurement advice and infrastructure program management.
- Expand the program management information system (ProMIS) to include selected regionally significant projects so as to provide a statewide view of infrastructure spending and delivery.
- Undertake Gateway Reviews for up to 20 infrastructure projects in SEQ.
- Link the Project Assurance Framework, Value for Money Guidelines, Gateway Review Process and other relevant, whole-of-government guidelines into one seamless project framework for the Queensland Government, the Queensland Project Framework.
- Review the outcomes of using the Supported Debt Model in the SEQ Schools PPP Project with the view to possible use in other PPP projects.
- Work with Queensland Treasury and the Department of Public Works to develop a potential pipeline of PPP projects from the 2008–09 state budget.
- Implement a whole-of-government alliance contracting framework and guidelines document.
- Finalise a number of significant PPP matters, subject to government approval, in collaboration with other Queensland Government agencies (e.g. Sunshine Coast Hospital and Gold Coast Rapid Transit project to the PPP procurement stage).