



Innovate QLD

Takeaway Cheat Sheets

2024 Showcase | Brisbane

DRIVING INNOVATION IN THE QUEENSLAND PUBLIC SECTOR

Welcome to this comprehensive report on the recent Public Sector Network Showcase, featuring key leaders and innovators from the Queensland Government.

This report provides a concise overview of discussions that explored strategic approaches to government-industry partnerships, digital transformation, and the adoption of emerging technologies in public service delivery. It highlights the importance of trust, collaboration, and transparency in fostering effective partnerships, emphasising the need for clear communication and alignment of goals between government and industry stakeholders.

The cheat sheets capture the essence of each speaker's contributions, focusing on the application of AI and digital tools to enhance service delivery, streamline processes, and support frontline workers. Key themes include leveraging data-driven insights, adopting innovative technologies like AI for operational efficiency, and addressing ethical considerations to build trust and ensure responsible use of technology.

Additionally, we explore the importance of scaling successful pilot projects, navigating the challenges of transitioning from proof-of-concept to full-scale implementation, and recognising the diverse needs of different sectors. Emphasis is placed on enabling adaptive strategies that balance short-term innovation with long-term sustainability and productivity improvements.

In the following pages, you will find succinct summaries of priorities in enhancing citizen experiences, advancing digital strategies, and integrating innovative solutions across the public sector. This resource is designed to provide actionable insights and strategies to support your role in policy development, digital transformation, and service delivery within the public sector.

By examining these key areas, we aim to equip you with the tools and knowledge to foster innovation, drive collaboration, and lead digital transformation initiatives with clarity and impact.

Patrick Joy
Head of Research & Analysis
Public Sector Network



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Certified
B
Corporation



Chris McLaren

Queensland Government Chief Customer and Digital Officer

1. INNOVATION IS ABOUT MINDSET, NOT METHODS

Innovation isn't just about using the right tools or following processes; it's about having the right attitude, energy, and commitment. For your organisation, this means fostering a culture that values creativity, determination, and the willingness to act boldly.

2. OVERCOMING BUREAUCRATIC GRAVITY

Chris highlighted the significant challenges of innovation within the public sector, likening it to escaping gravity. This requires clarity on who relies on your actions and the consequences of inaction. It's crucial for leaders to cut through bureaucracy, prioritise action over analysis, and make decisive moves.

3. DIFFERENTIATE BETWEEN REVERSIBLE AND IRREVERSIBLE DECISIONS

The concept of "two doors" was introduced for making decisions. Some decisions can be reversed (Door 1), while others are permanent (Door 2). Understanding this distinction can help your team take bolder steps without unnecessary hesitation.

4. SHIFT FROM GOVERNANCE TO PLANNING

Chris urged a shift from focusing heavily on governance to effective planning and delivering outcomes. This takeaway suggests that your organisation should streamline processes, reduce unnecessary approvals, and focus on achieving tangible results.

5. EXAMPLES OF INNOVATION IN PRACTICE

He showcased Queensland's initiatives like the First Nations Digital Service Centres, Q Chat AI platform, and the Digital Service Platform. These examples demonstrate how targeted, well-executed innovations can drive significant positive change. Consider how similar approaches could be adapted or inspire projects within your own organisation.

"WHAT'S AT STAKE? WHAT ARE YOU SACRIFICING, OR WHAT ARE YOU GAINING BY BEING INNOVATIVE, OR NOT BEING INNOVATIVE?"



Dr. Eva Balan-Vnuk

South Australian Government CIO,
Department of Treasury and Finance

1. CHALLENGES & OPPORTUNITIES WITH AI

Eva highlighted that AI's autonomy, opacity, and high realism present unique challenges, such as potential risks for digitally excluded individuals. She emphasised the need for governments to collaborate nationally to ensure AI technologies are safe and beneficial for all citizens, particularly those vulnerable to technological misuse.

2. BUILDING TRUST THROUGH SERVICE & INTEGRITY

Trust is central to government operations, especially in managing public data and services. Eva stressed the importance of credibility, reliability, and genuine service orientation in fostering trust. For government and private sector partners alike, focusing on long-term integrity over short-term gains is key to maintaining public confidence.

3. INCLUSIVE & SUPPORTIVE WORKPLACE CULTURE

South Australia has pioneered initiatives such as the autism charter, aimed at creating inclusive workplaces for neurodivergent individuals.

Eva emphasised that small adjustments, like offering quieter workspaces or fidget tools, can significantly improve workplace inclusivity and productivity, highlighting the value of recognising and leveraging diverse talents.

4. PSYCHOLOGICAL SAFETY & HIGH PERFORMANCE

Creating a psychologically safe environment is crucial for fostering high performance. Eva described her approach to leadership, which includes ensuring team members feel comfortable bringing forward problems without fear of retribution. This culture of openness and support helps transform underperforming teams into valued partners across government.

5. EMBRACING FAILURE AS PART OF INNOVATION

In promoting a culture of innovation, Eva encouraged viewing failure as a First Attempt In Learning (FAIL). She advocates for small-scale, low-risk experimentation to build resilience and adaptability, allowing teams to learn from mistakes and continuously improve without fear of punitive consequences.

“TRUST BEING THREE THINGS ON THE NUMERATOR: CREDIBILITY, RELIABILITY, AND INTIMACY”



The Hon. Victor Dominello

Co-Founder ServiceGen

1. LEADERSHIP AND VISION ARE ESSENTIAL FOR TRANSFORMATION

Successful transformation in government requires strong leadership at both departmental and political levels. Leadership drives vision and decision-making, with a clear purpose, such as improving quality of life through data and technology, providing the necessary direction for change.

2. INNOVATION THROUGH COLLABORATION & PILOTING

Collaboration across departments and with stakeholders is crucial to overcoming government silos. Incentivising teamwork and piloting new initiatives help gather real-time feedback, leading to impactful innovation. This approach was key to the development of Service New South Wales and other transformative projects.

3. BUILDING TRUST WITH DIGITAL IDENTITY & SERVICE INTEGRATION

Integrating digital identity systems & service platforms simplifies and enhances how citizens interact with government, building trust through secure, user-friendly, and transparent services. Digital identity and credentials are essential for seamless access to various government services.

4. EMBRACING FAILURE AS A LEARNING TOOL

Acknowledging and planning for failures, such as data breaches, is essential in maintaining public trust. Leaders must communicate openly about setbacks and successes, fostering a culture of resilience and continuous improvement.

5. FOCUS ON SERVICE TRANSFORMATION & NOT JUST DIGITAL

Victor stressed that the goal should be service transformation in a digital age, not just digital transformation. While technology enables change, the real challenge is reshaping government processes, culture, and mindsets to better meet citizens' needs. The focus should be on fundamentally improving service delivery.

“WHAT IS YOUR MASSIVE, TRANSFORMATIONAL PURPOSE? WHAT'S YOUR VISION? FOR ME, DATA & DIGITAL TECH WAS ALL ABOUT REDUCING SUFFERING AND IMPROVING QUALITY OF LIFE.”

ACCESS FOR ALL: INCLUSIVE DIGITAL & VIRTUAL SERVICES



Shannon Cook
Branch Manager, Safety,
Wellbeing & Security
National Disability Insurance
Agency



Jason Sawtell
Chief Digital Officer,
West Moreton Hospital and Health
Service

1. UNDERSTANDING INCLUSIVITY IN DIGITAL SERVICES

The panel underscored the importance of tailoring digital and virtual services to meet the needs of diverse populations, including those in regional, rural, and remote areas. This involves considering social, economic, and cultural factors, as well as digital literacy levels, to ensure accessible and effective service delivery.

2. CO-DESIGN & COMMUNITY ENGAGEMENT

Both speakers highlighted the value of co-design in service development, involving end-users and communities in the creation process. This approach ensures that the services are truly reflective of user needs and preferences, which is crucial for organisations aiming to offer inclusive and user-centered services.

3. CHALLENGES OF DIGITAL ACCESSIBILITY

The discussion revealed ongoing challenges, such as socio-economic barriers that limit access to technology, and privacy concerns in communal living situations. Addressing these issues requires innovative solutions like telehealth pods in community spaces, which can provide private, accessible digital services.

5. BALANCING TECHNOLOGY WITH HUMAN CONNECTION

While digital advancements like AI and virtual care are pivotal, the panellists stressed the importance of maintaining human connections in service delivery. Users often seek empathy and personal engagement, which purely digital interactions may lack. Organisations should ensure that technology enhances rather than replaces human elements in service interactions.

6. ADAPTING TO POST-COVID VIRTUAL DEMANDS

With the acceleration of virtual care and services post-Covid, the panellists emphasised embedding virtual options as a core component of service design. Ensuring that these services are simple, effective, and provide genuine value to users is essential for maintaining trust and engagement in a rapidly evolving digital landscape.

“IT’S NOT TECHNOLOGY. IT’S LOOKING AT THE CHANGE ELEMENTS AND ENGAGING WITH OUR COMMUNITY THROUGH CO-DESIGN TO BUILD SOMETHING THAT’S ACTUALLY USABLE FOR OUR COMMUNITY.”



Dr Melissa Nikolic

Industry Engagement Program Director,
Queensland University of Technology

1. STRATEGIC FOCUS ON BATTERY VALUE CHAIN

Queensland has a unique opportunity to participate across the entire battery value chain, from mining raw materials to recycling. However, Dr. Nikolic highlighted that strategic focus should be placed on areas like high-value, low-volume battery production and processing minerals into battery-active materials, rather than competing in highly saturated markets like electric vehicle (EV) batteries.

2. CHALLENGES IN WORKFORCE & INFRASTRUCTURE

The transition to renewable energy requires a substantial workforce with specialised skills in battery technologies, a current gap in the market. Additionally, the lack of local infrastructure for testing and validating new battery technologies poses a significant challenge. The Queensland Battery Industry Strategy addresses these issues through investments in training, skills development, and enhancing access to testing facilities.

3. ADDRESSING SAFETY & STANDARDS

A critical concern is the lack of regulations and standards for battery safety, as seen in incidents involving e-scooter and e-bike fires. QUT's initiatives include destructive battery testing to understand failure modes and inform better battery design and safety protocols, working in collaboration with emergency services.

4. COLLABORATIVE INDUSTRY & GOVERNMENT EFFORTS

The Queensland Battery Industry Strategy, supported by a \$570 million investment, includes key initiatives like the Queensland Energy Storage Technology Hub (QUEST Hub) and the proposed Australian Battery Industrialisation Centre (ABIC). These hubs aim to provide testing, R&D support, and industry training to accelerate the commercialisation and safe adoption of battery technologies.

5. NATIONAL & GLOBAL IMPLICATIONS

Dr. Nikolic emphasised that QUT's efforts are recognised at both state and national levels, with significant attention from the Queensland and Australian governments. The broader Minerals to Megawatts initiative seeks to reduce dependency on international supply chains for critical renewable energy technologies, enhancing Australia's energy security and resilience.

MANAGING WATER IN REGIONAL QUEENSLAND USING DIGITAL SERVICES & EMERGING TECHNOLOGIES



Ian Gordon

A / Executive Director, Water Act Initiatives,
Department of Regional Development,
Manufacturing and Water

1. DIGITAL SOLUTIONS FOR WATER MANAGEMENT

Ian Gordon highlighted the use of digital services and emerging technologies to improve water management in regional Queensland. This includes transitioning from manual forms to online channels and leveraging technologies like telemetry and remote sensing for real-time water monitoring, aimed at enhancing compliance and operational efficiency.

2. ADDRESSING COMMUNITY EXPECTATIONS & REGULATORY CHALLENGES

The session underscored the challenges faced by the regulator in balancing compliance and community expectations. With increased scrutiny from the public and stakeholders, the department is focusing on transparency and user-friendly tools to improve interactions with water users and stakeholders.

3. CO-DESIGN & USER-CENTERED

Approaches: Emphasising the importance of understanding user needs, the department has adopted co-design and human-centered design principles. This approach helps create digital services that are not only compliant but also user-friendly for various stakeholders, including industry and local government.

4. LEVERAGING EMERGING TECHNOLOGIES FOR BETTER DATA INTEGRATION

Ian discussed the implementation of innovative technologies like satellite imagery and camera-based monitoring to collect water data. These technologies help overcome connectivity issues in remote areas and provide more reliable data compared to traditional methods, which often fail in extreme conditions.

5. INTEROPERABILITY & DATA SHARING AS KEY PRIORITIES

The presentation stressed the importance of data sharing and interoperability across different government agencies and stakeholders. By adopting the FAIR principles (Findable, Accessible, Interoperable, Reusable), the department aims to reduce duplication of data collection efforts, enhance decision-making, and optimise resources in water management.

“WE HAVE STILL GOT SOME GREAT CAPACITY TO SHARE ACROSS GOVERNMENT AGENCIES TO MINIMISE THAT COST OF MAINTAINING DEVICES IN HARSH ENVIRONMENTS.”



Priscilla Radice

Deputy Director-General - Health Capital Division, Queensland Health

1. CENTRALISED DELIVERY MODEL FOR HEALTH INFRASTRUCTURE

Priscilla highlighted the shift in approach to infrastructure delivery, moving to a centralised model under Health Infrastructure Queensland. This change is part of a \$14 billion pipeline to build new hospitals, expand existing ones, and replace rural and remote facilities, aiming for equitable healthcare access.

2. INNOVATION THROUGH STANDARDISATION & COLLABORATION

The program emphasises standardising room designs and augmented reality to ensure consistency and efficiency in hospital construction. This approach not only streamlines design but also enhances user experience by allowing clinicians and stakeholders to engage with the designs interactively, ensuring that facilities meet practical needs.

3. MODERN METHODS OF CONSTRUCTION & DIGITAL TOOLS

The adoption of modern techniques, such as modular builds and off-site construction, is a key innovation in the delivery of rural hospitals. Additionally, the shift towards fully digital contracts and transparent processes is aimed at reducing litigation, enhancing collaboration, and driving down costs.

4. COMMUNITY & FIRST NATIONS ENGAGEMENT

Priscilla stressed the importance of culturally safe and welcoming health facilities, particularly for First Nations communities. The integration of First Nations perspectives into the design and construction processes is achieved through innovative digital tools that facilitate community involvement in a meaningful and practical way.

5. ADDRESSING WORKFORCE & SYSTEM CHALLENGES

With no additional funding for change management, the program relies on existing roles and a strong emphasis on adaptable and multidisciplinary teams. This approach is critical in a fast-paced environment that operates with a startup mentality, driving significant change within the constraints of public sector processes and budgets. The focus on being a capable client and reducing traditional construction biases is reshaping the relationship with contractors and suppliers, leading to better outcomes for Queenslanders.

“STANDARDISATION. IT DOES SAVE US TIME, IT SAVES US MONEY, IT DELIVERS EQUITY, BUT FUNDAMENTALLY, IT'S ABOUT GOOD DESIGN.”



Jeremy Janes

Chief Digital and Information Officer,
QBCC

1. HOLISTIC DIGITAL TRANSFORMATION

Jeremy Janes highlighted QBCC's approach to digital transformation, integrating enterprise architecture, a digital strategy, and a roadmap to enhance capabilities across the organisation. This strategy focused on creating a holistic and interconnected system to improve CX and OPEX while aligning with overall business objectives.

2. STRATEGIC PARTNERSHIPS AND ECOSYSTEM ENGAGEMENT

QBCC engaged in partnerships with key government bodies like the QLD Government's Enterprise Architecture, Cybersecurity units, and Transport and Main Roads. These collaborations enabled initiatives such as piloting digital licenses and exploring the new QLD digital identity model, demonstrating QBCC's strategy of utilising WoQG resources to drive service transformation.

3. FOCUS ON INFORMATION MANAGEMENT

Emphasising the importance of data, QBCC introduced frameworks for data governance, quality, and sharing. The implementation of a data warehouse and a 'records in place' model aimed to ensure high-quality, accessible data.

4. ITERATIVE ROADMAP AND ADAPTIVE GOVERNANCE

QBCC adopted a multi-horizon roadmap, focusing first on foundational improvements, then on leveraging these foundations, and evolving continuously. A digital portfolio office oversees implementation and governance, allowing QBCC to adapt and respond to emerging needs and opportunities effectively.

5. FUTURE DIGITAL INITIATIVES WITH A CUSTOMER-CENTRIC FOCUS

Looking forward, QBCC plans to expand digital services, including launching digital licenses in collaboration with TMR, automating field services, and enhancing the My QBCC portal to improve user experience. These initiatives underscore QBCC's ongoing commitment to innovation, focusing on customer needs, efficiency, and delivering tangible value to its stakeholders.

"WE ESTABLISHED THE VISION FOR DELIVERING DIGITAL SERVICES BY ALIGNING OUR BUSINESS CAPABILITY APPROACH ACROSS OUR STRATEGY, DIGITAL PORTFOLIO, AND ENTERPRISE ARCHITECTURE."

HARNESSING DIGITAL INNOVATION FOR NEXT-LEVEL CITIZEN EXPERIENCE



Anh Bui
General Manager,
NISQ Agency

1. PRIORITISE USER-CENTRIC DESIGN

Understanding user needs is crucial for developing effective digital solutions. Amanda Chalmers highlighted how her agency's Go Global Toolkit was built based on direct feedback from Australian businesses, addressing their specific challenges in exporting. This user-centric approach not only ensured relevance but also led to widespread adoption, demonstrating the importance of investing in user research rather than relying on assumptions.

2. LEVERAGE FEEDBACK FOR CONTINUOUS IMPROVEMENT

Scott Sheldon emphasised the value of robust feedback loops in refining digital services. At the NDIA, actively engaging with users through app reviews and direct communication allowed for rapid issue resolution and continuous improvement of the my NDIS app. Organisations should maintain open feedback channels and be responsive to user needs to build trust and enhance user satisfaction.

3. OFFER FLEXIBLE DIGITAL CHANNELS

Josh Gow stressed the importance of providing multiple digital interaction channels tailored to user preferences. In the evolving energy sector, Energy Queensland is moving towards a "digital utility" model, offering varied options such as apps, websites, and contact centres.



Amanda Chalmers
A/Chief Information Officer,
Australian Trade and
Investment Commission



Josh Gow
General Manager,
Energy Queensland

Organisations should aim to meet users where they are, providing accessible and convenient ways to engage.

4. USE DATA TO INFORM POLICY AND SERVICES

Leveraging data analytics can drive both policy-making and service enhancement. Amanda discussed using data from grants to identify exporter challenges, leading to targeted support initiatives like the Export Academy. This highlights the importance of data-driven decision-making in tailoring services and justifying investments.

5. INTEGRATE ACCESSIBILITY FROM THE START

Scott underscored the need to embed accessibility into the design process from the outset. By involving accessibility designers and testers throughout development, NDIA ensured that digital solutions were inclusive and functional, emphasising the importance of accessibility as a core component of service delivery.

"THE GREATEST JUDGE YOU'LL GET IS USER FEEDBACK. YOU CAN HAVE ALL THE REPORTS, BUT YOUR CUSTOMERS WILL TELL YOU WHETHER THEY LIKE SOMETHING OR WHETHER THEY DON'T, AND WHETHER THEY VALUE IT."

GOVERNMENT & INDUSTRY PARTNERSHIP



Allison Bambrick
Executive Director Science
Development,
Department of Environment,
Science and Innovation



Jessica Cook
Director of Partnerships & Strategy
Development
Department of Tourism & Sport



Grant Perry
Executive Director Infrastructure
Strategy & Innovation
Department of State Development
and Infrastructure

1. CLEAR COMMUNICATION AND TRUST ARE ESSENTIAL

Successful government-industry partnerships hinge on clear communication and building trust. Both parties need to clearly outline their goals, expectations, and limitations from the outset. This helps manage expectations and align objectives, creating a foundation for productive collaboration.

2. ENGAGE COLLECTIVELY RATHER THAN INDIVIDUALLY

Engaging with industry groups or peak bodies collectively is more efficient than individual meetings. This approach allows for addressing sector-wide issues and fosters a unified dialogue. It enables government to efficiently gather input and better understand the needs and challenges of the broader industry.

3. PROOF OF CONCEPT TRIALS DRIVE SCALABLE INNOVATION

POCs are crucial for testing and validating innovative solutions before scaling up. They help de-risk new technologies and processes, especially in traditional sectors like construction, where adopting new methods can be challenging. Queensland's strategy often involves starting with POCs that, once proven effective, are expanded to broader applications, enhancing sector-wide productivity.

4. SHOWCASE SUCCESS STORIES TO BUILD MOMENTUM

Communicating successes from government-industry collaborations is essential for inspiring further partnerships and gaining public support. Using websites, social media, and industry forums to share case studies and success stories helps to highlight the impact of these partnerships and encourages broader participation.

5. TAILOR SUPPORT TO DIVERSE INDUSTRY NEEDS

Government agencies should recognise and adapt to the diverse needs of their industry partners, from startups to established companies. Initiatives like Queensland's ActiveKit program address specific challenges by providing targeted support and fostering connections within the industry, driving innovation and growth tailored to each sector's needs.

“THINK OF IT AS THIS VENN DIAGRAM, WHERE THESE ARE GOVERNMENT'S PRIORITIES, THESE ARE INDUSTRY'S PRIORITIES, AND THERE'S ALWAYS THAT LITTLE SWEET SPOT IN THE MIDDLE WHERE I THINK WE CAN FIND SOME OPPORTUNITIES TO WORK AND TO COLLABORATE.”