



# ***FINANCE AND ADMINISTRATION COMMITTEE***

**Members present:**

Mr PS Russo MP (Chair)  
Mr RA Stevens MP (Deputy Chair)  
Mr DC Janetzki MP  
Mrs DE Farmer MP  
Mr SJ Minnikin MP

**Staff present:**

Ms A Honeyman (Committee Secretary)  
Ms H Rae (Assistant Committee Secretary)  
Ms N Ryan (Committee Support Officer)

## **PUBLIC BRIEFING—AUDITOR-GENERAL'S REPORT NO. 1 OF 2016-17—STRATEGIC PROCUREMENT**

### **TRANSCRIPT OF PROCEEDINGS**

**WEDNESDAY, 23 AUGUST 2017**

**Brisbane**

## WEDNESDAY, 23 AUGUST 2017

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### **Committee met at 9.16 am**

**CHAIR:** Good morning. I declare open the Finance and Administration Committee's public briefing into Auditor-General report No. 1 of 2016-17—strategic procurement. My name is Peter Russo MP, the member for Sunnybank and chair of the committee. With me here today are: Ray Stevens MP, the member for Mermaid Beach and deputy chair; David Janetzki MP, the member for Toowoomba South; and Steve Minnikin MP, the member for Chatsworth. In accordance with standing order 202, Di Farmer MP, the member for Bulimba, will attend in place of Jo-Ann Miller MP, the member for Bundamba, who is chair of a select committee and unable to attend today. Linus Power MP, the member for Logan, is unwell and has had to take leave.

The Auditor-General tabled the strategic procurement report on 27 September 2016. It was referred to the committee in accordance with standing order 194B on 11 October 2016. Today the Department of Housing and Public Works will update the committee on its implementation of the recommendations of the Auditor-General and of the interdepartmental committee.

Today's briefing is a proceeding of the parliament and subject to the standing rules and orders of the parliament. It is being recorded and broadcast live on the parliament's website. Media may be present and are subject to my direction. The media rules are available from our staff. All those present today should note that it is possible you might be filmed or photographed during the proceedings. I ask everyone present to turn mobile phones off or switch them to silent mode.

Only the committee and invited officials may participate in the proceedings. Any person may be excluded from the hearing at my discretion or by order of the committee. The program has been published on the committee's web page and is available from committee staff.

### **CARROLL, Ms Liza, Director-General, Department of Housing and Public Works**

### **DRIPPS, Dr Kimberley, Assistant Director-General, Queensland Government Procurement, Department of Housing and Public Works**

**CHAIR:** I now welcome the representatives from the Department of Housing and Public Works. I invite you to make an opening statement, after which committee members will have some questions for you.

**Ms Carroll:** I would like to begin by acknowledging the traditional owners on whose land we meet today and pay my respects to elders past and present. The QAO report was largely focused on the previous model which was a centre-led model. Notwithstanding that, we have been focusing on the implementation of the recommendations within that report as part of the new model of procurement across government.

We have made some progress around a range of areas. The government has also recently released the Queensland Government Procurement Strategy and the revised Queensland Procurement Policy which reaffirm procurement's role in achieving value for money as well as other outcomes that deliver the government's broader economic, social and environmental objectives. I will just share a few areas that we have made progress on and then obviously hand over to the committee.

We have made significant progress in improving the spend data within the whole-of-government procurement data warehouse. This was one of the issues that was identified within the QAO report around data quality concerns. As I indicated, the new Procurement Policy was released on 29 July and guidance material for staff in assessing value for money in this broader context, including probity and optimising opportunities for local suppliers, is being finalised.

A procurement data strategy that takes a holistic approach to addressing our procurement data challenges has been developed in collaboration with the Department of Science, Information Technology and Innovation. That was another thing that was brought up in the QAO report. The professional accreditation framework, proof-of-concept phase, is nearing completion and work has commenced on developing a procurement capability strategy that not only focuses on improving the skills and capability of the procurement professionals but also provides procurement training for non-procurement professionals, including project managers and the executives.

In line with the agency-led, centrally enabled procurement model, we have been working closely with other agencies and with each of the category councils. The department regularly consults and seeks advice from the Queensland Government Procurement Committee, which is made up of all of the different agencies, and also the procurement industry advisory group. I will now hand over to the committee.

**Mr STEVENS:** Thank you for your opening address. The last time we met there were a couple of issues in terms of procurement. There was the possible \$1.2 billion of savings through the central agency which you were working towards. At that time it was identified that only 16 of the 21 departments did not have procurement plans. How many departments and their agencies have now finalised their procurement plans?

**Ms Carroll:** I will hand over to Dr Dripps in just a minute to go into the detail of that. One of the things we have been working on through the procurement committee is assisting each department with what their procurement plan should include. Obviously it was identified in the QAO report, but it links very closely to category councils. Each of the category councils is also developing what their category plan is.

If I am in the Department of Education and I am responsible for the procurement of some of the things that sit in the general goods and services area then there needs to be a link between the department category plan and what that category council has identified. One of the things that we have been working with agencies on is how those intersections work so that they can have a robust department procurement plan but also each of the category councils and the particular categories have a very strong category strategy for procurement. I might hand over to Dr Dripps to talk around the particular details.

**Dr Dripps:** As the director-general said, since the QAO report we have focused on standing up the categories and building the strategy around each of the six categories under the auspices of each of the category councils as well as making sure that the mechanisms are in place to drive strategic value from procurement right across the system. We have also as a department been doing a number of things that foreshadow the directions that we expect to see in agencies' procurement strategies as well as finalising the recently released policy and strategy of government. You would appreciate that when agencies are aware that those kinds of policy things are imminent they take the approach of placing the delivery of the subsequent documents appropriately afterwards.

I understand that at the moment we have five agencies with a complete, what you would call, agency procurement plan. All of the agencies have significantly lifted their strategic engagement in procurement through their contribution to the relevant category councils. For example, the ICT category council works across all agencies around the ICT spend. It has been focussing on telecommunications hardware, software as a service and appropriate arrangements for innovation. That runs across all of the departments. That is where we are up to with regard to those plans at the moment.

**Mr STEVENS:** There is still no change to the Auditor-General's notice that 16 of the 21 departments did not have procurement plans?

**Dr Dripps:** That is my understanding at the moment.

**Mr STEVENS:** Even if those departments and agencies it was identified in the Auditor-General's report that they were purchasing outside agreed supplier arrangements. Have you been able to track or monitor those departments that were purchasing outside of agreed supply arrangements? How has it been addressed? If it has not been addressed then why has it not been addressed?

**Dr Dripps:** The model we have been following in the IDC report and review is a centrally enabled model not a centrally directed model. What that means is that each agency, as is legislated under the financial acts in Queensland, has the responsibility for achieving value for money as well as government outcomes as part of their procurement. What that means is that purchasing officers use procurement strategies and procurement approaches to procure the things that they are required to buy in the most appropriate way for their agency.

At this stage, I am not aware of any specific actions that we have taken to look into arrangements outside of SOAs, although I am aware that those responsible for maintaining the SOAs take a tremendous amount of effort to ensure the arrangements are simple and easy to understand and to use. We have examples like the QTravel portal, which is used by the vast majority of agencies.

**Ms Carroll:** It is a bit of a point in time piece as well. Each of the category councils, as I indicated, is developing category plans and we are developing that data strategy that runs alongside those things. As we get more sophisticated—and this was one of the things identified in the audit report—in that data collection, which is why we are working with DSITI, we will be better able to capture that information.

The category councils will be identifying where you need SOAs, what needs to be updated, why some agencies are not using it and therefore looking at whether we need to change the model of SOA. That is part of the category council process. Then the data collection will come along behind that. As Dr Dripps said, we have not got to point yet where we have captured all of that information because the category councils have over the last 12 months been standing up.

**Mr STEVENS:** They are developing?

**Ms Carroll:** Yes.

**Mr STEVENS:** That reminds me exactly of what they are saying about the Wallabies in their defence of the All Blacks—'developing'.

**Ms FARMER:** I was interested in one of the findings of the QAO about people capabilities. It talks about strong leadership being needed in data systems and people capabilities. You have talked quite a bit about data and systems. I wonder if you could comment on people capabilities? Even though there is a significant body of work being done, what are we talking about here? Is it about people not being sufficiently trained or a culture issue? Could you describe what the issue is and what you are doing as part of this new rollout?

**Ms Carroll:** I will hand over in a minute for some detail from Dr Dripps. The IDC review identified is that there is effectively a curve in terms of capability development. Within different departments people might be at different points in the curve, but overall the Queensland government procurement was not as sophisticated as it needed to be.

**Ms FARMER:** In terms of knowledge?

**Ms Carroll:** In terms of knowledge, ability to apply the policy as it stood and ability to make decisions. One of the things that we focused on was a three-pronged approach. The first is focusing in on the individual capability around what is procurement. How do you exercise your delegations? How do you make sure you get it right at an individual officer level? There is a second piece which is about a whole department. How do departments as a whole make sure they lift their capability? There is a big focus on what we need to do to lift the capability of a whole department.

The third part is on managers and senior leaders. Often our procurement training is focused on the procurement officer, but if that procurement officer has a question or is a bit worried about the decision they are about to make, they go to their supervisor, manager and senior leader. One of the things we have been focusing on most recently is a training package for senior leaders and managers. They are not procurement specialists, but they are the ones whose judgement is relied on if a procurement officer is concerned about a particular thing. We have been focusing in on that capability as well to help lift the whole of the capability, but Dr Dripps can probably give you some of the specifics around what we have done.

**Dr Dripps:** As the director-general said, the whole governance model around procurement is really directed at optimising the opportunity for agencies to learn from each other. Within the six category councils there are three categories which operate across multiple departments, which means that those category councils learn from each other about the approaches being applied within the agencies as well as learn best practice approaches from each other.

In terms of the specific training that has been delivered in the last 12 months, the training has been focused on individual procurement professionals as well as individual managers and senior leaders, and at the same time we have been working towards an agency capability framework off the back of the Queensland Public Service Commission's capability blueprint process. For the procurement certification program there have been 714 staff who completed level 1, 340 staff who completed level 2, 75 staff who completed level 3, and 11 who completed level 4, the Advanced Diploma of Procurement and Contracting. There have been 1,315 people who completed training needs analysis and received an individualised assessment report, with access provided to the recommended learning programs. There have been 3,289 e-learning hours completed and 934 participants in the critical skills workshops. There have been procurement leadership programs, with 100 participants who have completed or are currently participating in the leadership in action program, and for the corporate executive board procurement leadership council there have been two boot camps on category management and supply relationship management as well as 2,323 client visits. That is the formal training.

As I said, each of the category council chairs—I attend five out of six of the category councils on a regular basis—is focusing on the capability of the people within their system. There is a range of activities and events and things that are specifically focused both at the formal and informal mechanisms of learning. Our building and construction and maintenance colleagues ran a forum for about 120 people, who came and learned new ways of doing contract management from each other and confronted some of the conundrums that exist in that category. In that category, for example, regional economies would like the work to come in a regular, nice, flat shape but, because there has been procurement by different agencies, occasionally that is a bit lumpy. For a town such as Roma, for example, if you end up having a supermarket redevelopment and a courthouse upgrade and a school extension being built all at the same time—

**Ms FARMER:** It is hard to meet the criteria for each one if they have exhausted all of the avenues available—

**Dr Dripps:** You use up all of the local suppliers and you result in a suboptimal outcome in terms of the prices that we are required to pay for the work that has been done as well as the local employment opportunities that come from that work. That category council has been working through how you formally and informally manage that conundrum in regional areas where you have multiple different agencies working.

**CHAIR:** In your written briefing you talk about a new agency procurement planning guide that is scheduled for completion next month. Is it possible to provide a copy of that guide to the committee once it is finalised?

**Ms Carroll:** Certainly we can provide that to the committee once it has been finalised. Obviously with the release of the new policy the guidance materials are being updated to make sure that they address any changes that are in the procurement policy.

**CHAIR:** I understand that the Queensland Audit Office received information from your department but not others. My understanding is that there are legislative barriers and that the Queensland Audit Office cannot provide access to other departments' procurement data. I understand that you, as the central procurement agency, have previously advised the committee that you had taken a proposal to the director-general's leadership board to resolve the issue of trying to get access to the other departments' data. Are you able to give the committee a progress report on that?

**Ms Carroll:** Yes, I will get Dr Dripps to give you the detail. As you outlined, there was an issue with the data. Because of the QAO's legislative framework, the data they collect cannot be handed out to other agencies, even though it has been collected for a particular purpose. I will ask Dr Dripps to give you the detail of where we are up to. We have certainly been working on that issue.

**Dr Dripps:** As you correctly identified in the question, I am advised by the previous acting auditor that the Queensland Audit Office's act does not allow information received for the purposes of audit to be provided to agencies unless it was their specific data. As we described, we have a number of category councils that run across agencies so it is impossible for us to use that precise data to extract procurement analytics from; however, we have made some significant progress since we last appeared before the committee in dealing with this problem around data.

As I mentioned earlier, the data improvements that we have been focused on were the most significant ones identified by the QAO, which were duplication of records. They identified quite a large proportion of duplicate records being used and double counted by us in our data analysis. Since May we have had a process of automated data validation with zero issues identified, and those anomalies have now been removed from the system. You have to remember that we are talking about 185 different SAP document inputs into the system, into the data insights cube. We have briefed the QAO on the progress with that data work, and we have also asked Queensland Treasury Corporation to audit the work that has been done by my staff to assure people that they have checked our precision process in an appropriate way.

Since our last visit to the committee we have begun to establish a memorandum of understanding with DSITI. DSITI have employed some very significant data analytic capabilities since we were at the committee last year, and it is appropriate that we should partner with them to solve the data analytics problem for the Queensland government. They have arranged, I understand, for some of their staff to have secondments and to have swaps with staff from the Audit Office so that the intellectual approach that the Audit Office has used to do its analysis is transferred back into the Queensland government in toto. The fact that they cannot specifically transfer data to us at the moment is overcome by the line agencies being able to build a data analytics system that does what the QAO can do at the moment. It is slightly less efficient than the alternative, but I am advised by the

previous acting auditor-general that a legislative change was necessary for a direct transfer to be enacted. This seemed like a prudent approach that would solve the problem as quickly as we were able to.

**CHAIR:** It is an either/or: if you had the legislative change it would speed the process up, or it is not going to make any difference?

**Dr Dripps:** I think it probably would.

**Ms Carroll:** It would speed the process up, but it does not replace the need for the ongoing data analytics anyway. It gives you additional capability because the Audit Office built a model to put its data and information in, but that model would need to be kept up-to-date and all of those things. Effectively, what Dr Dripps has described is that we have gone down the model with DSITI of building that capability so we will have that ongoing capability that can be used across the different departments.

**CHAIR:** Is there a time line when you believe this would be completed by, or is it day by day?

**Dr Dripps:** The topic of data improvement is one that will exist for all time, because the people who are using the data are always going to want something a bit better than what they have at the moment. The first step for us was to remove the errors, to remove the duplication. The next step is to agree the key datasets that we wish to complete. That sounds a bit peculiar, but the kind of data that we are interested in is about the detail of each transaction. Some of the measures that are put in place from a financial systems perspective to make it easier and reduce red tape in financial transaction management actually take away the precision of your procurement data. With things that are eminently sensible, like using corporate cards for transactions under \$5,000, you end up with one payment to American Express, not a payment to each of the entities recorded in your system. You have to build a way of reading the credit card statements effectively to get the procurement department information that you need. That is why we think the data analytics capability that DSITI is building is really important, because that is where the machine learning, scanning and reading capability of IT has gone from here to here in the last few years and it will continue to evolve quickly.

After we have the key datasets, we extract the procurement spend data. The government has recently made a decision that enables us to extract data from each of the agencies that has been validated by the chief finance officers, which is an excellent step forward. It is not something that would usually be provided to an agency such as ours, so that decision has been very, very helpful.

The next step is looking to categorise spend in a way that is consistent across all of the different agencies and gives you the granularity. With IT, for example, you want to know how much we spend on buying computers. You want to know how many computers you bought and how much you paid for the same ones. Then you want to know: if these guys bought 800 at this price and these guys bought 14,000 at that price, why don't we just buy 14,800 at this price? How can we make that happen? The opportunities that exist respond to the data that is available as well as to the judgement and intuition and industry and market knowledge that the procurement people have that they are applying to the system.

I think that the data analytics challenge will not be one that is solved in three months. In three months it will be considerably better, as it is now considerably better than it was in March. When I came into this role the response from staff was, 'No, we cannot give you any data.' That is no longer the response. The response is, 'We can give you data about this bit and we know it is accurate.'

**Ms FARMER:** That must have been scary for you, having a response like that.

**Dr Dripps:** It is an opportunity and a challenge. The QAO have identified some deficiencies. We were well aware of a number of deficiencies as well.

**Mr MINNIKIN:** Going back five months to your last address to this particular committee, you may recall that I said that 20 years ago I worked in a medium sized council, and so I do understand exactly how difficult trying to get procurement centralised can be in terms of getting these economies of scale. It is not an easy process. Back then it was more of a cultural battle against silo management practices. You may agree or disagree with that comment, but that is what I certainly found.

I want to get to the heart of the Department of Housing and Public Works' ability to really lead procurement, because if we go back five months in a briefing you advised that you were working with the Department of the Premier and Cabinet on the Auditor-General's view that your specific department was not best placed to coordinate and lead whole-of-government procurement as, in their words, it lacked the authority and capacity to set and enforce policy. In your written briefing, you advise that a strategic partnership between the Department of the Premier and Cabinet, Treasury

and your department was established to ensure that the key elements of the reform programs were implemented. Can you please provide an update and more detail around this strategic partnership: where it is at, how it is has been going and any of the trials and tribulations?

**Ms Carroll:** I might start and, again, Dr Dripps can give some detail. What we have—I think we have described it before; it has been very effective—is multilayered governance that sits across the work of the whole-of-government procurement. First, the CEO leadership board has regular briefings and information about the progress of procurement. We take key decisions to that leadership board, of which I am a member. Obviously Dave Stewart from the Department of the Premier and Cabinet is the chair of that committee. Since March last year we have been to that committee five times. One of the things that the Audit Office report identified was that, in the previous system, in fact, the oversight of the leadership board fell off after a period. We are required to report to the leadership board every six months. Obviously we have been doing that more frequently at the beginning, but that is part of the commitment of the leadership board, plus the implementation. I think that is the first piece.

**Mr MINNIKIN:** On that point, are they aware that 16 of the 21 departments do not have a procurement plan? They are aware of that statistic not moving?

**Ms Carroll:** In our last briefing we have been talking about development and what the agency needs to do. I think that probably goes to the next piece of governance, which is the next committee, which is the Queensland Government Procurement Committee. That is made up of key agencies: again, each of the leads of the category councils, plus the Department of the Premier and Cabinet and the department of Treasury. Again, they meet very regularly. They have had seven meetings since July 2016. It is about identifying the progress.

One of the things they have been very focused on is the new policy—the development of the new policy and now how we are going to ensure the implementation of the new policy. Going to the category plans, they are very focused on the development of each category council and the plans that sit within the category councils, because in the end that is what is going to absolutely drive the value-for-money piece across government. Each of the category councils is meeting. With the category councils, my own department has general goods and services, and building, construction and maintenance. Again, it is driving that leadership across those categories.

Back to the specifics of the partnership with the Department of the Premier and Cabinet and the department of Treasury, on the data piece, for example, the department has worked very closely with the department of Treasury, as Dr Dripps has said, enlisting QTC to give some assurance as we have gone forward with that data piece and working closely with DSITI. Again, it is having that partnership and being very clear about what we are trying to achieve.

On the broader partnership with Premier and Cabinet, they are very active with us and are identifying with us what are the key things that we need to drive forward across government and what is being identified. It is things like ensuring each of the departments now finalises their procurement plans. Now that the new policy is in place and now that the category councils have stood up and are quite active in their area, we will be really focusing on ensuring, for this next financial year, that each of the departments focuses in on their own procurement plans.

**Mr MINNIKIN:** Given the work done with the category councils, which is fantastic to hear, and given that only five out of 21 departments have procurement plans in place, have there been any high-level discussions as to when the 16 outstanding departments will come online, or at least the majority of them? Is there at least some KPI that has been given that, for example, 50 per cent of the outstanding 16 will have procurement plans in place in the next 12 months or the next 18 months? Is there some time frame that has been set?

**Ms Carroll:** Certainly by the end of this financial year we would be anticipating that all of the departments had some form of procurement plan in place.

**Mr MINNIKIN:** What is your definition of 'some form'?

**Ms Carroll:** The small departments might have quite a high-level document because, in fact, they just rely on each of the categories. I think what I am trying to describe is, yes, they would have a plan but it would not necessarily be as detailed. In my own department, because I have two categories that sit within the department, each of those categories will have quite detailed procurement frameworks and plans. They will have a public-facing procurement pipeline that is part of what is required for each of the category councils. Within my department, they are the two fundamental components. For a smaller department that did not do very much procurement, their plan might be that they are drawing on these different things and 'this is how we will go about utilising the SOAs' et cetera. It would depend on the department as to the depth and breadth of what their own plan might look like.

**Mr MINNIKIN:** Given the fact, of course, that there are different sizes and scopes of different departments—there are some much smaller than the top three of Health, Education and so on—is there some pipeline in terms of which departments will be coming online first?

**Ms Carroll:** We do not have a specific schedule, but what we have been focusing on is that those big departments often have a category council so—

**Mr MINNIKIN:** I would assume that they would have.

**Ms Carroll:** The focus has been on the category council and developing the framework within that category council. I might ask Dr Dripps to describe what we have done in general goods and services, with the plan that exists there.

**Dr Dripps:** In terms of general goods and services, because it is directly within my area of line management responsibility, we expect that they will be the best. It is arguable whether or not they are the best, but we like to—

**Mr MINNIKIN:** It would be a fair assumption.

**Dr Dripps:** We aspire to be the best. The general goods and services category has undertaken a very detailed piece of strategic analysis of what is driving the different elements of its category. General goods and services includes electricity, whole-of-government travel, contracted services and a range of other things. Across each of those, it has analysed essentially the economic, social and technological landscape. It has undertaken an analysis of spend where that data is available. It has used best practice judgement to make calls on the direction of likely spend and savings. It has identified a range of different options and areas of focus and expected outcomes and benefits from each of the different areas within that category.

The other thing it has done is tested those things with the category council. I do not have the exact membership of the category council but it includes DSITI, Health, Transport, the cluster of agencies that are serviced by EHP's chief procurement officer, as well as representatives from the regional and remote hospital and health services to make sure that it stays real for people who are living further away from town. From the master category strategy, it rolls down category-specific areas of focus that are quite detailed. Each of those has 60 to 100 pages of analysis. That is the level of detail that we are looking for. It is dependent on good data. Solving the data problem before insisting that people did work that is dependent on the data is one of the things we have been mindful of as we have been working through this exercise.

**Mr MINNIKIN:** Which are the five departments that have procurement plans?

**Dr Dripps:** I am not sure that I have it here. I will check.

**Mr MINNIKIN:** Because 16 out of 21 do not, obviously five do.

**Dr Dripps:** I will check whether I have that information here.

**Ms Carroll:** We might take that on notice and see if we can come back.

**Mr MINNIKIN:** I would appreciate that, thank you.

**Mr JANETZKI:** Thank you for taking us through the labyrinth of governance arrangements in place. I wanted to take it out of the macro level to a micro level for a moment. Can you provide a couple of examples of what I would call 'procurement wins' over the past 12 months? What are a couple of concrete examples for the committee?

**Ms Carroll:** I have a couple here that I can get started with and Dr Dripps can probably give some more detail. One that is not written here I do happen to know about from my own experience in the building, construction and maintenance category. It is one of those categories where, as Dr Dripps was saying earlier, especially in regional areas, it is about having that pipeline of work and being able to find what might be the barriers to local suppliers and local builders et cetera bidding for work, which is really important.

When we were visiting Roma we were doing procurement for the local fire station. It was identified by the locals that, because of some of the criteria that had been put in, none of them were eligible to tender for that piece of work. One of the things we did as a department—and this was probably about 12 months ago but it has been instrumental in us thinking about building, construction and maintenance—was to look at how you give advice to departments about tendering, to make sure that we do not inadvertently cut out local suppliers. In that case we went back and had another look at the procurement, to see if we could break it up. That procurement joined together design and construction, so the value of the contract was at a particular level that prohibited the local people. We were then able to go back, work with the agency and ask, 'Can we break this down into different packages of work?' By breaking it down into different packages of work, local suppliers were able to bid for that work.



It has been very successful. It seems the logical thing to do, but often what happens—and this is the education of procurement officers—the procurement officers go in and, from their perspective, the framework is: how do we ensure that the thing gets constructed within the budget, within the time frame, with effectively not least risk but most surety for that procurement officer? Often in, say, building that is a design-and-construct contract; it is one contract. You hand it out and then you are relying on that head contractor to deliver that piece of work.

**Mr JANETZKI:** As a regional member of parliament, that example particularly pleases me. That is great. Do you have an example of cost savings for the taxpayer that had not otherwise been realised in past years?

**Dr Dripps:** I have some examples, and I must confess that I am remembering them rather than having the figures here in front of me. We might take the question on notice and add to the answer in responding to you. I know that in the Department of Housing and Public Works, for example, we have moved all mobile phone plans on to a shared low-cost plan and saved about a third of the mobile phone budget by doing that. The arrangement we have is that everyone is now on the same fixed price plan as each other. The way that arrangement works is that the data is essentially shared between all of the officers in the agency. If one person has a need to use a lot of data because they are in a remote location working off their mobile device a lot, doing a lot of hotspotting, then they can continue to do that.

I can get on notice financial data from QTravel very easily about the savings that have been achieved by officers choosing the best fare of the day rather than the first fare that was available or perhaps the time that they wanted to travel. Similarly, we have very detailed data in the medical category, but I would again like to validate that with Health Services Queensland, because obviously I do not run Health Services Queensland and quoting their data and getting that wrong will make me very unpopular.

In the ICT category, there have been significant savings in moving the Microsoft licensing to a consistent whole-of-government approach. Microsoft was not best pleased with that. It has brought Queensland up to the size of what Microsoft considers to be a medium sized business on their global scale. We forget, of course, that in the global context for some of these companies we are actually not hugely significant. ICT has also done some work on arrangements for laptop computers.

The final one that I recall is that the stationery whole-of-government SOA saves us around \$40 million per year. We can take on notice to provide some further examples, but they are the ones I have in my head at the moment.

**Mr JANETZKI:** That is good, bearing in mind the very short times frames. Thank you for that. I appreciate that. The position of chief adviser—procurement is obviously a key position. I recall that the Acting Auditor-General had reported that that position had not been filled. Has it been filled now?

**Dr Dripps:** Yes.

**Ms Carroll:** By Dr Kimberley Dripps.

**Mr JANETZKI:** Fantastic. That is what I thought. How have your first few months been? What have you learned so far, Doctor?

**Dr Dripps:** It is a very interesting and fantastic opportunity to have influence across the entire Queensland Public Service system. The skills that I have brought to it are the ability to work within government and to progress the culture change and the mindset change that is required in procurement that has been identified through the IDC and through the QAO findings. It has been quite a lot of fun. I am really enjoying being here, and it is a tremendous honour to be part of the Queensland Public Service.

**CHAIR:** That concludes the briefing. Thank you for your participation today and also for providing the written briefing. A proof of the transcript of these proceedings will be provided to you for correction and will be available on the committee's parliamentary web page in due course. Is it possible for you to provide answers to the questions that you took on notice by Wednesday, 30 August 2017?

**Ms Carroll:** Yes.

**CHAIR:** I declare this public briefing closed.

**Committee adjourned at 10.01 am**