

ANNUAL REPORT 2021–2022



Communication objective

The Department of the Premier and Cabinet would like to acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country. We recognise their connection to land, sea and community. We pay our respects to them, their cultures, and to their Elders, past, present and emerging.

This annual report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2021–2022. It has been prepared in accordance with the *Financial Accountability Act 2009*.

The report records the significant achievements against the strategies and services detailed in the Department of the Premier and Cabinet's *2021–2025 Strategic Plan*, the Office of the Queensland Parliamentary Counsel's *2021–2025 Strategic Plan* and the *2021–2022 Service Delivery Statement*.

This report has been prepared for the Premier to submit to Parliament. It has also been prepared to meet the needs of stakeholders including the Australian and local governments, industry and business associations, community groups, staff, and individuals.

Copies of this publication can be obtained at www.premiers.qld.gov.au/publications/categories/reports/annual-reports.aspx or by phoning (07) 3003 9061 or emailing corporategovernance-dpc@premiers.qld.gov.au



The Queensland Government is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you have difficulty in understanding this report, you can access the Translating and Interpreting Services via www.qld.gov.au/languages or by phoning 13 14 50.

Readers are invited to comment on this report at www.qld.gov.au/annualreportfeedback

Copyright

© The State of Queensland
(Department of the Premier and Cabinet) 2022.
Published by the Queensland Government, September 2022.
1 William Street, Brisbane Qld 4000.



Licence

This annual report is licensed by the State of Queensland (Department of the Premier and Cabinet) under a Creative Commons Attribution (CC BY) 4.0 International licence.

In essence, you are free to copy, communicate and adapt this annual report, on the condition you attribute the work to the State of Queensland, (Department of the Premier and Cabinet) Annual Report 2021–2022.

To view a copy of this licence, visit www.creativecommons.org/licenses/by/4.0

ISSN 1447-4409

Contents

About the department	5
Our Strategic Plan 2021–2025	6
Organisational structure.....	7
Director-General’s report.....	8
Government’s objectives for the community	9
Policy Advice and Coordination, and Cabinet Support.....	10
Engagement and Events support	14
Governance support and advisory services	18
Brisbane 2032 Taskforce	20
Office of the Queensland Parliamentary Counsel.....	22
OQPC Strategic Plan 2021–2025	24
Our people	26
Corporate support functions.....	32
Financial summary 2021–2022	42
Our leaders	46
Statutory reports.....	50
Boards and committees	52
Appendix A – Our Performance – Department Service Standards.....	59
Appendix B – Previous governance committees.....	62
Glossary of terms.....	65
Compliance checklist.....	66

30 September 2022

The Honourable Anastacia Palaszczuk MP
Premier of Queensland and Minister for the Olympics
1 William Street
Brisbane QLD 4000

Dear Premier

We are pleased to submit for presentation to the Parliament the annual report 2021–2022 and financial statements for the Department of the Premier and Cabinet.

This report is prepared on the basis of the current administrative arrangements for this agency for the 2021–2022 financial year. That is, it reflects the structure, operations and performance of the agency as it now exists.

We certify that this annual report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- requirements set out in the *Legislative Standards Act 1992*, and
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found on pages 66–67 of this annual report.

Yours sincerely



Rachel Hunter
Director-General



Dr Katy Le Roy
Acting Parliamentary Counsel

About the department

The Department of the Premier and Cabinet (DPC) is the lead agency of the Queensland Government.

As lead agency of government, our role is to enable strategic policy and Westminster system governance to engage stakeholders, resolve complex issues, and deliver on the government priorities for Queensland.

Throughout 2021–2022, the department has led successful collaboration to protect Queenslanders' health, the economy, and way of life, focused on our strategic plan 2021–2025 vision — 'succeeding together, to achieve a better life for all Queenslanders'.

We remained focused on continuing our strong COVID-19 health response, planning for future job creation through expansion of manufacturing and construction, growing renewable energy, and the economic and investment opportunities leading into Queensland hosting the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032).

Through The Cabinet Office, the department leads the policy development process across government, providing overarching strategic analysis, insights, and options on key policy initiatives. The Cabinet Office leads intergovernmental relations, including supporting the Premier's attendance at National Cabinet, and supports Cabinet and Parliamentary processes and whole-of-government performance management policy and reporting. Through The Cabinet Office, the department also stands up agile, cross government teams that focus on emerging strategic policy priorities and their implementation.

Through the Governance and Engagement division, the department ensures strong and accountable government by supporting business at Executive Council, providing high-level constitutional, administration and protocol support to the Premier and Cabinet, as well as corporate support services to ministerial offices and the Office of the Leader of the Opposition.

Governance and Engagement provides communication and engagement leadership through whole-of-government strategic communication, engagement and

events support. In addition, the department leads regional and community engagement to ensure strong regional perspectives in policy, decisions and program implementation, and leads the government's commitment to veterans.

We maintain a high-performing and responsive workforce providing human, financial, governance and information services that support and develop our people, who are the centre of everything we do.

The announcement on 21 July 2021 that Brisbane was successful in securing the 2032 Olympic and Paralympic Games was an historic moment for Queensland. Brisbane 2032 will be an enormous platform for economic, social and cultural growth, which will continue to deliver opportunities and benefits for our communities for years to come. With lead responsibility for Brisbane 2032, the department, through the Brisbane 2032 Taskforce, will work with all stakeholders to deliver the Games over the next decade.

We are focused on the state's long-term prosperity and success. The State Budget in June, saw record investment in health, education, jobs, renewables, the environment and community services. It also included significant investment in infrastructure, creating more employment opportunities over the decade ahead and a focus on easing cost of living pressures for Queenslanders.

In late June 2022, Emeritus Professor Peter Coaldrake AO submitted his final report, *Let the Sunshine In: Review of culture and accountability in the Queensland public sector*. With all recommendations accepted by the government, the Integrity Reform Taskforce within the department will oversee the implementation of the recommendations, and once achieved, Queensland will have the most transparent and accountable government in Australia.

We continue our constant effort to improve ways in which Queenslanders can be served by their government.

Our Strategic Plan 2021–2025

Our **vision** is ‘succeeding together to achieve a better life for all Queenslanders’.

Our **role** is ‘to lead and enable strategic policy and Westminster system governance to engage stakeholders, resolve complex issues, and deliver government priorities for Queensland’.

Our **strategic objectives** are:

1. **Policy leadership:** we lead collaborative policy development across government, to achieve effective outcomes for Queenslanders.
2. **Strong, accountable government:** we ensure a strong and accountable system of government.
3. **Communication and engagement leadership:** we lead collaborative communication and engagement across government, and internationally, to achieve effective outcomes for Queensland.
4. **A high-performing workforce:** we maintain a high-performing, collaborative and agile workforce.

The first three objectives are assessed through efficiency and effectiveness measures for DPC service areas and are outlined in Appendix A. Performance against the fourth objective is outlined in the ‘Our people’ section of this report.

In 2021–2022, the department added an additional service area with a new strategic objective — Lead Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) portfolio management and integration activities, in partnership with key state agencies and Games Partners. Efficiency and effectiveness measures will be developed in 2022–2023 to track performance against the objective.

Our **principles** are:

Leadership

We lead by sharing our whole-of-government perspective. We plan and coordinate our collective efforts across government to deliver effective outcomes for Queensland.

Trust

We inspire trust in the system and institutions of government by demonstrating and supporting integrity, transparency, and accountability.

Collaboration

We collaborate to harness knowledge and expertise within and outside our organisation to deliver effective policy solutions.

Agility

We are agile and responsive in meeting the changing needs of Queenslanders while ensuring a strategic focus on the future.

Innovation

We seek innovative solutions to capitalise on strategic opportunities for Queensland and support whole-of-government risk management.

Inclusion

By embracing inclusion and diversity, we make our workplace and our work more representative.

We value and respect Aboriginal and Torres Strait Islander cultures in all that we do.

We respect, protect and promote human rights in our decision making and actions.

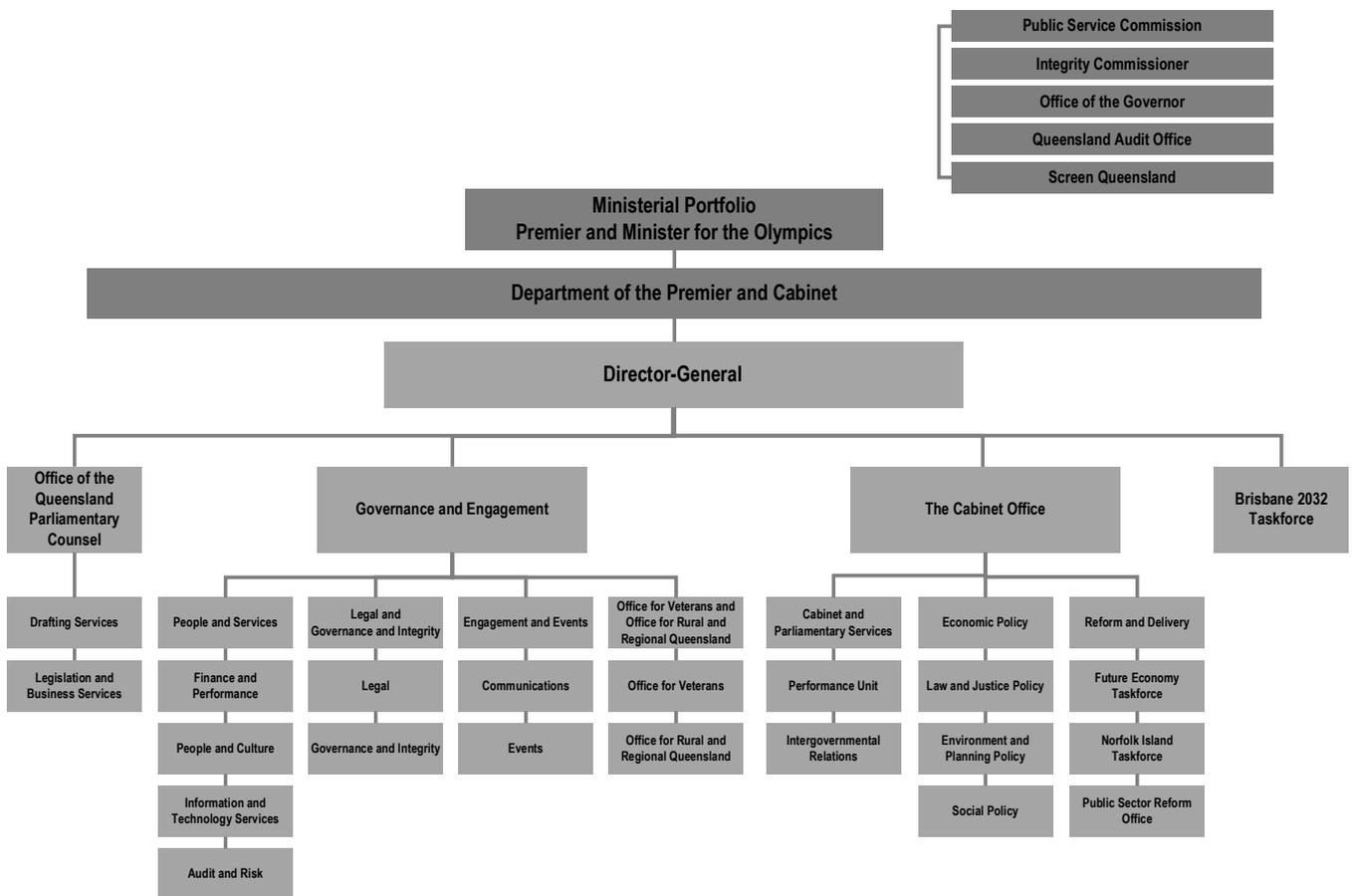
The *DPC Strategic Plan 2021–2025* is available on our website

www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx

Organisational structure

DPC delivers its services through the structure outlined in the organisational chart below. From 1 November 2021, DPC realigned its functions as part of a strategic review of the department. The chart below represents the departmental structure as at 30 June 2022.

The Ministerial portfolio of the Premier and Minister for the Olympics in 2021–2022 includes the Public Service Commission, Queensland Integrity Commissioner, Office of the Governor, Queensland Audit Office and Screen Queensland Pty Ltd. For further information, please refer to each agency’s annual report on their respective websites. For Screen Queensland Pty Ltd. refer to their tabled financial statements.



Machinery-of-government changes

Incoming and outgoing statutory bodies

As a result of the machinery-of-government changes made on 7 October 2021, Trade and Investment Queensland (TIQ) was transferred to the Treasurer and Minister for Trade and Investment's portfolio. Trade and Investment Queensland is required to produce its own annual report.

Director-General's report

In 2021–2022, the department continued to support the Premier, Cabinet and the people of Queensland.

The announcement on 21 July 2021 that Queensland had successfully secured the Brisbane 2032 Olympic and Paralympic Games was the culmination of two years' work by DPC staff, in collaboration with other Queensland Government agencies, Council of Mayors (SEQ), the Commonwealth Government and a vast array of stakeholders. Brisbane 2032 offers the biggest, single, transformational event Queensland will see in this generation, offering significant opportunities and legacy benefits for Queensland into the future.

The pandemic has again been the backdrop to our endeavours this past financial year, beginning with a COVID-19 lockdown and restrictions from late-June to mid-August 2021. DPC staff excel at pivoting and reprioritising, and I am continually impressed by the seamless collaboration between multiple teams and agencies across government to support the Premier, Chief Health Officer and other key government spokespeople to conduct daily media conferences, and support the State Disaster Coordination Group to deliver COVID-19 key messaging to state, local and federal government agencies and stakeholders. DPC also supported the Premier's attendance at National Cabinet with a focus in 2021–2022 on the ongoing roll-out of the COVID-19 vaccination program. More than 80 vaccination hubs and 33 pop-up vaccination clinics were in place by October 2021. This allowed us to open our borders to Australia in mid-December 2021, and after 23 months, to international visitors in February 2022.

In October 2021, we farewelled our colleagues from Trade and Investment Queensland to Queensland Treasury and assumed lead responsibility for the Brisbane 2032 Olympic and Paralympic Games.

The Treaty Advancement Committee delivered its final report to the government for consideration, recommending a framework and institutional arrangements focused on truth-telling and healing. The Path to Treaty is part of Queensland's journey to reconcile the past and achieve a reframed relationship,

leading to a new future between First Nations and non-Indigenous Queenslanders.

On 22 October 2021, the Premier signed the Norfolk Island Intergovernmental Agreement (IGA) with the Commonwealth Government, marking the beginning of an enduring partnership for the delivery of essential health and education services to one of Australia's most remote communities.

Our Chief Health Officer, who steered Queensland strongly through the pandemic since early 2020, was announced as the next Governor of Queensland. DPC staff expertly managed the transition and the swearing in on 1 November 2021, of Her Excellency the Honourable Dr Jeanette Young PSM, as the 27th Governor of Queensland.

Two weeks into the new year, significant and competing challenges included an escalation of COVID-19 cases, and the effects of Tropical Cyclones Seth and Tiffany impacting Maryborough and parts of the Fraser Coast. In late February 2022, more extreme weather saw significant flooding in South East Queensland. Covering 22 local government areas, the recovery process is one of the largest disaster response operations undertaken in Queensland. Our agile response and recovery arrangements once again came to the aid of communities in need.

The department also took time during the year to review its core policy, governance, engagement and implementation functions, looking at how we can better support and engage our people and partners, and how we sustain and develop our organisational culture. This will enable us to be the best first Minister's agency that we can be. I thank staff for their commitment and contribution throughout the 2021–2022 year.

Rachel Hunter
Director-General
Department of the Premier and Cabinet

Government's objectives for the community

The government's objectives for the community focus on the complex challenges facing our state that require thoughtful and innovative solutions.

Section 10 of the *Financial Accountability Act 2009* (Qld) requires that the Premier prepares and tables in the Legislative Assembly, a statement of the government's broad objectives for the community.

The objectives are long-term and tackle complex problems, which can only be achieved by everyone—governments, industry, and the community—working together. As the government's lead agency, DPC plays a key role in overseeing whole-of-government implementation, communication, engagement and reporting on our collective progress.

Further detail about DPC's role in delivering on the government priorities is detailed throughout this report.

The government's objectives for the community are:

Safeguarding our health: we safeguard people's health and jobs by keeping Queensland pandemic ready.

Supporting jobs: we support increased jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources, and tourism.

Backing small business: we help small business, the backbone of the state's economy, thrive in a changing environment.

Making it for Queensland: we grow manufacturing across traditional and new industries, making new products in new ways and creating new jobs.

Building Queensland: we drive investment in infrastructure that supports our recovery, resilience, and future prosperity.

Growing our regions: we help Queensland's regions grow by attracting people, talent, and investment, and driving sustainable economic prosperity.

Investing in skills: we ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.

Backing our frontline services: we deliver world-class frontline services in key areas such as health, education and community safety.

Protecting the environment: we protect and enhance our natural environment and heritage for future generations and to achieve a 50 per cent renewable energy target by 2030.

Policy Advice and Coordination, and Cabinet Support

Delivered through The Cabinet Office, this service area leads intergovernmental relations, supports the Premier's attendance at National Cabinet, and advises the Premier on key economic, social, law and justice, and environment and planning policy issues. The Cabinet Office coordinates whole-of-government action to address emerging issues, and disaster and emergency management communication, and develops future-focused reforms. It also supports Cabinet and Cabinet Committee processes and whole-of-government performance management and reporting.

The Cabinet Office leads the public sector to achieve strong policy outcomes for the government and provides advice, research and support to the Premier and Cabinet.

Key achievements for 2021–2022

- Supported the Premier and Cabinet to deliver the Cabinet and Cabinet Committee agenda, and Regional and Community Cabinet program.
- Provided whole-of-government coordination and advice on the parliamentary legislative program, parliamentary processes, and procedures.
- Led whole-of-government processes for the implementation, monitoring and reporting of government commitments and decisions.
- Continued whole-of-government oversight of the *Queensland Government Performance Management Framework Policy*.
- Led innovative policy solutions aligned with the government's objectives for the community and responded to emerging trends for the Queensland Government.
- Responded to issues raised by industry, businesses, organisations, communities, and constituents.
- Supported delivery and progression of key water infrastructure projects, such as Rookwood Weir and the Toowoomba to Warwick Pipeline.
- Supported Screen Queensland to grow the state's screen industry through attraction production incentives, business growth and screen culture activities for Queenslanders.
- Provided strategic advice in the coordination and development of whole-of-government initiatives to bolster Queensland's growing workforce, including through training, skills development, and support for industry and small business.
- Supported the delivery of initiatives by coordinating various advisory councils and taskforces, providing an opportunity for community leaders to work with the Queensland Government to help shape policy and initiatives.
- Performed a leadership and coordination role across government to ensure Queensland is well positioned to address government-wide issues through intergovernmental forums, including continued implementation of the new federal relations architecture.
- Supported delivery of federal funding arrangements and reform initiatives for a range of key sectors, including early childhood, vocational education and training, health, water infrastructure, agriculture and biosecurity, law and justice, resources, waste, and energy.
- Negotiated the best policy position for Queensland on international, national, and state issues through national engagement forums.

- Coordinated Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Cabinet Committee and the Queensland Security Cabinet Committee.
- Coordinated, delivered, and provided leadership on the implementation and evaluation of domestic and family violence prevention reforms and supported the operation of the Domestic and Family Violence Prevention Council.
- Supported policy settings across all portfolios to reframe the Queensland Government's relationship with Aboriginal peoples and Torres Strait Islander peoples in line with the July 2019 *Joint Statement of Commitment* and the *Queensland Government Reconciliation Action Plan 2018–2021*.
- Coordinated and supported Queensland's input and response to Royal Commission and Productivity Commission inquiries.

COVID-19 pandemic

- Continued to provide overarching strategic analysis, insights and advice around COVID-19 response, including responding rapidly to address critical supply chain issues, effective, sustainable quarantine arrangements, vaccine rollout, reopening borders, business support, and recovery for Queensland, with a strong focus on integrated, proactive approaches for health and safety, public information and positioning the state's economy for recovery.
- Supported the national COVID-19 response and recovery efforts by supporting the Premier's attendance at National Cabinet and providing whole-of-government leadership for Queensland's participation in other intergovernmental bodies.
- Supported the state by enhancing coordination of efforts across government on a range of COVID-19 issues, including economic recovery strategies (more than \$15.2 billion in response and recovery initiatives), easing of restrictions, supply of personal protective equipment, offers of assistance, and public communication and business/industry engagement.
- Provided overarching strategic analysis, insights and options around COVID-19 response and recovery for Queensland, with a strong focus on integrated, proactive approaches for health and safety, and positioning the state's economy for recovery.
- Worked closely with Queensland Health to deliver, review and maintain *Queensland's Roadmap to Easing Restrictions* which has guided millions of Queenslanders in the staged easing of restrictions, lockdowns, and border closures since its initial release in May 2020.
- Provided whole-of-government leadership in the development of the *COVID-Safe Business Framework* and 26 *COVID-Safe Industry Plans*, enabling the safe operation of thousands of businesses and many activities across the state.
- Supported the development and coordination of the *COVID-Safe Back to School Plan* to ensure the safe commencement of the 2022 school year and the continued delivery of high-quality educational outcomes for Queensland students.
- Worked in partnership with Queensland Health to develop and maintain the *Public Health and Social Measures Linked to Vaccination Status Plan*.
- Continued coordination of the government's COVID-19 communication to stakeholders and community, including the www.covid19.qld.gov.au website as a central, critical source of COVID-19 information for all Queenslanders, with more than 37 million visits to the site since its launch in March 2020.
- Delivered a range of public information campaigns supporting awareness and contributing to compliance with COVID-19 restrictions, as well as informing the public on economic stimulus and support initiatives.
- Continued to lead whole-of-government crisis communication and engagement, particularly in relation to COVID-19 and the 2022 South East Queensland floods.
- Reviewed the government's objectives for the community and through research and engagement, coordinated the development of updated objectives for tabling in Parliament early in 2022–2023.

Norfolk Island Taskforce

- Negotiated the *Intergovernmental Partnership Agreement on State Service Delivery to Norfolk Island*, establishing an enduring partnership for the delivery of essential services to the Norfolk Island community.
- Through the work of the Norfolk Island Taskforce, secured the continuity of essential health and education services on Norfolk Island from 1 January 2022, following the decision by the New South Wales Government to discontinue its support for the Norfolk Island community.
- Developed and implemented a robust governance and risk framework to ensure the sustainable and ongoing delivery of Queensland services to Norfolk Island.

Public Sector Reform Office

- Continued to lead the implementation of public sector reforms arising from the review of Queensland's public sector employment laws conducted by Peter Bridgman and the report entitled *A Fair and Responsive Public Service for All*.
- Progressing stage two of the legislative reforms during 2022. This includes development of new public sector legislation to replace the *Public Service Act 2008*. The new legislation will modernise and integrate the Queensland public sector by facilitating cross-sectoral approaches and fostering collective governance.
- The new public sector act will extend consistent employment arrangements beyond the public service to government entities in the broader Queensland public sector, and will ensure fairness, equity, and diversity in the workforce by placing employees at the centre of the public employment system and providing a framework for the fair treatment of employees to support them in delivering the services and programs of government. The new legislation will also provide principles to support the Queensland Government to reframe its relationship with Aboriginal peoples and Torres Strait Islander peoples.

Our performance

Service standards in DPC's *2021–2022 Service Delivery Statement* were used by the department and the government to assess overall performance of the Policy Advice and Coordination, and Cabinet Support service area. These can be found in Appendix A.

Future directions for 2022–2023

- Support the Premier and Cabinet to deliver the Cabinet and Cabinet Committee agenda and the Regional and Community Cabinet program.
- Continue to provide whole-of-government coordination and advice on the parliamentary legislative program, parliamentary processes, and procedures.
- Continue to lead whole-of-government processes for the implementation, monitoring and reporting of government commitments and decisions.
- Continue to drive delivery of government priorities and improved performance of public services through supporting agencies to improve implementation of the *Queensland Government Performance Management Framework Policy*.
- Negotiate the best policy position for Queensland through national engagement forums, including National Cabinet.
- Represent Queensland's views and coordinate whole-of-government input to National Cabinet priority projects, including identifying health system improvements and reviewing the role of Ministerial Councils.
- Coordinate the government's ongoing response to, and recovery from, the COVID-19 pandemic.
- Lead innovative policy solutions that align with the government's objectives and respond to emerging trends and growing demand for government services.
- Respond to issues raised by local government, industries, businesses, organisations, communities, and constituents.
- Perform a leadership and coordination role across government to ensure Queensland is well positioned

to address government-wide issues through intergovernmental forums.

- Support delivery of federal funding arrangements and reform initiatives for a range of key sectors, including: early childhood, school, vocational education and training, health, housing, law and justice, waste, environment, water management and energy.
- Coordinate policies to diversify and improve the resilience of Queensland's economy by facilitating investment and encouraging innovation.
- Continue to support the advancement of renewable, reliable, and affordable energy supply to support Queensland's community and industry growth, including supporting the growth and development of Queensland's alternative green fuels such as the hydrogen and bio-futures industries.
- Continue to support and coordinate work to protect the environment, including the Great Barrier Reef.
- Support policy settings for the growth of a productive and prosperous food and fibre sector, which will generate long-term jobs, and support the economies of regional and rural communities.
- Coordinate Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Cabinet Committee and the Queensland Security Cabinet Committee.
- Coordinate, deliver, and provide leadership on the implementation and evaluation of domestic and

family violence prevention reforms and support the operation of the Domestic and Family Violence Prevention Council.

- Support policy settings across all portfolios to reframe the Queensland Government's relationship with Aboriginal peoples and Torres Strait Islander peoples, in line with the July 2019 *Joint Statement of Commitment* and the *Queensland Government Reconciliation Action Plan 2018–2021*.
- Coordinate and support Queensland's input and response to Royal Commissions (including aged care, people with disability, and natural disasters) and Productivity Commission inquiries (including mental health).

Norfolk Island Taskforce

- Continue to work in partnership with the Federal Government and the Norfolk Island community to ensure the Norfolk Island community has access to fit-for-purpose state-level services comparable to mainland communities.
- Continue to embed Norfolk Island service delivery as a function within the Queensland Government.

Public Sector Reform Office

- Continue to progress stage two legislative reforms arising from the review of Queensland's public sector employment laws conducted by Peter Bridgman and the report entitled, *A Fair and Responsive Public Service for All*.

Engagement and Events support

The Engagement and Events¹ service area leads strategic communication, advertising coordination, events and awards management, sponsorship strategy and delivery, and community and stakeholder engagement for the Queensland Government. The service area also leads whole-of-government coordination on veterans' policy issues and Queensland Government commitments relating to veterans, and the government's focus on strengthening partnerships with regional Queensland.

Consisting of Engagement and Events, Office for Veterans and Office for Rural and Regional Queensland, the service area plans and delivers whole-of-government strategic communication and partnerships to support the Queensland Government's policies, priorities and objectives for the community, including priorities and opportunities to strengthen regional economies and services, and support for veterans and their families.

Key achievements for 2021–2022

Engagement and Events

- Enhanced the government's engagement opportunities by delivering events on behalf of the Premier to communicate key policies, initiatives, and community engagement programs.
- Delivered greater connectivity and leadership across government by guiding the planning and delivery of whole-of-government communication strategies and campaigns, including major COVID-19 advertising and stakeholder campaigns focused on public safety, the Check In Qld app, COVID-19 vaccinations, and economic recovery.
- Developed best practice communication approaches and capability development through ongoing leadership of the Heads of Communication network and associated specialist subcommittees and whole-of-government speakers' series (five online events held in 2021–2022).

Note:

1. This service area reflects the department's management structure at 30 June 2022. Formerly Strategy and Engagement in the 2021–2022 Service Delivery Statements, this service name has

been changed and reflects the transition of some of its functions between service areas from 1 November 2021.

- Supported the department and Director-General with effective communication advice and services, and internal communication.
- Maintained whole-of-government strategic arrangements, including master media advertising services and media monitoring, to deliver strategic advice and value-for-money services.
- Provided ongoing leadership of the Government Advertising and Communication Committee process to ensure continued rigour around whole-of-government advertising, with 61 advertising campaigns approved to proceed to market in 2021–2022.
- Collaborated with key partners and government agencies to attract globally significant and strategically aligned events to Queensland, and led best practice in event delivery and sponsorship strategy across government through:
 - management of the Queensland Government sponsorship gateway, Events Sponsorship Fund, and Sponsorship and Events Advisory Group to provide a coordinated approach to

assessment and attraction of outgoing sponsorships

- management of the strategic and community outcomes through 22 active sponsorships such as Screen Forever 2022 and Women of the World Festival, and confirming sponsorships such as Virtus Oceania Asia Games 2022, Land Forces 2022 and World Mining Congress 2023
- delivery of a range of core events and awards programs, including 2022 Queensland Greats Awards and 2022 Queensland Reconciliation Awards
- delivery of additional events that supported emerging priorities in the community, including the Tokyo 2020 Olympic and Paralympic Games Welcome Home Event, Women on Boards Event (Gold Coast) and Queensland Parliament Flood Appeal Reception
- leadership of the Queensland Government Sponsorship Network and Queensland Government Events Network.
- Finalised the Year of Outback Tourism Events Program and assisted Tourism and Events Queensland to deliver the Outback Queensland Dinosaur Tourism Roadmap.

Office for Veterans

- Led whole-of-government coordination and oversight of veterans' matters, coordinated veterans' policy, and delivered veterans' grants and employment programs.
- Supported the passage of the *Queensland Veterans' Council Act 2021*.
- Continued to deliver the final round of the \$1.5 million grants program to provide support services to veterans and to preserve and create memorials, monuments and other public sites that acknowledge veterans' achievements.
- Delivered the first round of a new grants program under the Anzac Day Trust to provide financial support for veterans affected by COVID-19 and veterans' organisations to assist with staging COVID-Safe commemorative events.
- Continued to support the ongoing operation of the memorial galleries at Anzac Square.
- Committed an additional \$1 million over four years to support service delivery at The Oasis Townsville.
- Developed a new \$600,000 legal assistance pilot program in partnership with the Department of Justice and Attorney General to provide advocacy and legal assistance services to veterans and their families.
- Implemented a new program in partnership with TAFE Queensland to provide free TAFE and apprenticeships for up to 300 veterans transitioning to civilian employment.
- Delivered a sector-wide mentoring program for veterans employed in the Queensland public service.
- Developed a new Skill to Sector role guide and an interactive online job search tool to support veterans seeking a career in the public service.

Office for Rural and Regional Queensland

- Continued to work directly with regional Queenslanders, local councils, federal representatives, businesses, industry associations and community groups to ensure issues and opportunities in rural and regional communities are addressed.
- Continued to deliver the Regional Community Forums program to further strengthen the Queensland Government's partnerships with rural and regional communities and collaborate on solutions and innovations to address local issues.
- Continued to support the Queensland Plan Ambassadors Council to foster community engagement and shared responsibility for achieving the vision and goals of *The Queensland Plan*.

Our performance

Service standards in DPC's *2021–2022 Service Delivery Statements* were used by the department and the government to assess overall performance of the Strategy and Engagement service area. These can be found in Appendix A.

Future directions for 2022–2023

Engagement and Events

- Continue to develop and utilise contemporary communication platforms to help inform and drive improved engagement of all Queenslanders.
- Continue to provide support to the Brisbane 2032 Taskforce and ongoing COVID-19 response through integrated communication services including campaign planning, online, graphic design and events delivery support.
- Drive greater connectivity and leadership across government by guiding the planning and delivery of whole-of-government communication strategies and developing and managing advertising and corporate identity policies and procedures.
- Continue to develop best practice communication approaches and capability development through ongoing leadership of the Heads of Communication network and associated specialist subcommittees

and whole-of-government speakers' series and podcast.

- Maintain whole-of-government strategic arrangements including master media advertising services and media monitoring to deliver strategic advice and value-for-money services.
- Provide ongoing leadership of the Government Advertising and Communication Committee process to ensure continued rigour around whole-of-government advertising.
- Provide leadership across government by guiding and providing support for crisis communication, including issues management and the public information function under the state disaster management arrangements.
- Provide effective communication advice and services, including major campaigns and internal communication.
- Lead and advise best practice in event delivery and sponsorship strategy across government and administer the Events Sponsorship to drive economic and community benefit through attraction, leveraging and delivery of high-value events.
- Enhance the government's profile and engagement opportunities by delivering events on behalf of the Premier to communicate key policies, initiatives, and community engagement programs.
- Continue to enhance regional stakeholder engagement to deliver on the government's commitment to build strong regional economies and communities, including increasing the government's regional presence and supporting regional forums.

Office for Veterans

- Continue to deliver the whole-of-government veterans' mentoring program, the public sector network program and enhance the Queensland Veterans' Portal.
- Work with the private sector to identify employment pathways for veterans in key industries like defence, resources and logistics.
- Continue to deliver the \$1 million Anzac Day Trust COVID-19 Grants Program, to provide financial support for veterans affected by COVID-19 and veterans' organisations to assist with staging COVID-Safe commemorative events.
- Continue to deliver the annual Anzac Day Trust grants program, providing funding to institutions, organisations or associations that support the welfare of veterans and their dependants.
- Facilitate arrangements to commence the Queensland Veterans' Council to manage Anzac Square, the state's war memorial, manage the Anzac Day Trust Fund, and provide advice to the Queensland Government on veterans' matters.
- Facilitate arrangements to commence the Veterans' Reference Group to assist the Queensland Veterans' Council in consulting with the veterans' community and providing advice to the Queensland Government on veterans' matters.
- Complete delivery of the final round of the \$1.5 million grants program providing support services to veterans and to preserve and create memorials, monuments and other public sites that acknowledge veterans' achievements.
- Continue to support the ongoing operation of the memorial galleries at Anzac Square.
- Continue the Queensland Government commitment of \$1 million over four years for delivery of employment services at The Oasis Townsville.
- Continue the \$600,000 legal assistance pilot program in partnership with the Department of Justice and Attorney General providing advocacy and legal assistance services to veterans and their families.

- in partnership with TAFE Queensland provide free TAFE and apprenticeships for up to 300 veterans transitioning to civilian employment.
- Commence delivery of a new \$1.8 million program over three years, in partnership with the Department of Communities, Housing and Digital Economy, to support veterans who are homeless or at risk of becoming homeless.

Office for Rural and Regional Queensland

- Continue to work with regional communities to address issues and leverage opportunities to enhance rural and regional communities.
- Continue to deliver the Regional Community Forums program to provide ongoing partnerships between the Queensland Government and rural and regional communities.
- Continue to support implementation of *The Queensland Plan* and the Queensland Plan Ambassadors Council.

Governance support and advisory services

Governance support and advisory services¹ ensures strong, accountable government through providing high level constitutional, executive government, machinery-of-government, public administration, and protocol and international engagement support and advisory services to the Premier and across government. The service area also supports Ministerial Offices and the Office of the Leader of the Opposition.

Key achievements for 2021–2022

- Led the transition of Governor arrangements including the farewell of the 26th Governor of Queensland, swearing-in of the 27th Governor of Queensland
- Launched the State fossil emblem community consultation campaign to vote for the 10th official State emblem
- Commenced a campaign to raise awareness about the benefits of being a government board member and to encourage people to register on the Queensland Register of Nominees via the *Join a Board* website.
- Facilitated the government's response to recommendations of Kevin Yearbury's report *Strategic Review of the Integrity Commissioner*.
- Provided protocol advice and coordination of international engagement activities including:
 - the Premier's official overseas visit to Tokyo, Japan, for the Brisbane 2032 bid
 - coordination of 10 Heads of Post and Heads of Mission official visit programs, including the Ambassador of Indonesia (May 2022) and 11 courtesy meetings with international officials based in Australia
 - coordination of whole-of-government consultation for Australian diplomats
- management of 10 official functions for visiting dignitaries, community events, and annual functions supporting Queensland's strong international relationships including delivering the Queen's Platinum Jubilee celebrations
- coordination of Queensland's involvement in the National Foundation for Australia-China Relations (NFACR) to leverage and profile Queensland-China linkages through NFACR projects and grant program rounds.

Note:

1. This service area reflects the department's management structure at 30 June 2022. Formerly Government Services in the 2021–2022 Service Delivery Statements, this service name has been changed and reflects the transition of some of its functions between service areas from 1 November 2021.

Our performance

Service standards in DPC's *2021–2022 Service Delivery Statement* were used by the department and the government to assess overall performance of the Government Services service area. These can be found in Appendix A.

Future directions for 2022–2023

- Continue to support the government's commitment to increasing diversity on government boards.
- Progress development of a whole-of-government framework for board appointments

- Introduce a new Queensland state fossil emblem.
- Lead the Queensland Government's Heads of Mission visits program to further Queensland's international reputation.
- Enhance Queensland's international profile by leveraging existing relationships with our sister states and other international partners to develop new engagement opportunities working in close partnership with other agencies.
- Continue to administer a suite of policies in the Premier's protocol portfolio responsibilities, including the Appointment of Honorary Consuls in Queensland, the Free Queensland Flag Scheme, State Emblems, Memorials and Monuments of Significance, and the issue of Consular Corps licence plates.

Brisbane 2032 Taskforce

The Brisbane 2032 Taskforce is responsible for leading Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) whole-of-government portfolio planning and integration activities.

Key achievements for 2021–2022

- Finalised Queensland's successful candidature, including work associated with the final presentation to the International Olympic Committee (IOC) on 21 July 2021 in Tokyo, Japan, resulting in hosting rights for the 2032 Olympic and Paralympic Games being awarded to Brisbane, providing the State of Queensland with an extraordinary opportunity to supercharge economic growth, job creation and social benefits for Queensland and Australia.
- Sponsored and supported delivery of Olympics Live in 11 locations across Queensland where more than 75,500 attendees were able to share in the spirit of the Games by witnessing the IOC's historic decision on 21 July 2021 and celebrate the Australian team competing at the Tokyo 2020 Olympic and Paralympic Games via live broadcasts and sporting activations.
- In close consultation with Games delivery partners, developed and supported the passage of the *Brisbane Olympic and Paralympic Games Arrangements Act 2021* which created the organisation responsible for delivering Brisbane 2032 – the Brisbane 2032 Organising Committee – and its Board.
- Conducted an international search for five independent directors for the Board of the Brisbane 2032 Organising Committee, resulting in the appointment of world-renowned business leader Andrew Liveris AO as President of the Board and the appointment of directors with the breadth and depth of experience required to deliver a remarkable Olympic and Paralympic Games.
- Coordinated and provided a director induction and secretariat support for the inaugural meeting of the Board of the Brisbane 2032 Organising Committee on 27 April 2022.
- Supported the establishment and operation of the Brisbane 2032 Organising Committee through a Service Level Agreement and the temporary provision of staff on interchange arrangements.
- Hosted senior executives and representatives from the International Olympic Committee on a site tour of Brisbane 2032 venues across the Sunshine Coast, Gold Coast and Brisbane in May 2022, with the delegation impressed by the natural beauty of Queensland and how far plans had progressed since award.
- Launched a public expression of interest, which resulted in more than 400 applications and the appointment of 12 Queenslanders to help shape the legacy of Brisbane 2032 through participation on the Brisbane 2032 Olympic and Paralympic Games Legacy Committee.

Our performance

Service standards for this service area will be presented in the 2023–2024 Service Delivery Statements.

Future directions for 2022–2023

- Continue to establish Brisbane 2032 portfolio governance arrangements, including program and budget management and integration activities.
- Oversee the state's commitments under the Olympic Host Contract (including associated legal and financial guarantees) and the International Olympic Committee Future Host Questionnaire Response.

- Oversee the performance of the Brisbane 2032 infrastructure and legacy programs.
- Oversee the development of the *Brisbane 2032 Legacy Strategy and Plan* in close consultation with Games delivery partners and the broader community to ensure the state can capitalise on its unique 10-year lead-in time.
- Host and participate in events, forums and meetings that provide opportunities for stakeholders and members of the public to learn more about the Games and what it means for Queenslanders.
- Develop a benefits realisation framework so the positive and measurable impacts of change from hosting Brisbane 2032 can be effectively measured and used to inform decision making and direct programs of work.
- Lead strategic stakeholder engagement and work with Games delivery partners to develop an engagement framework.
- Support the finalisation of an intergovernmental agreement for signing by the Commonwealth and Queensland governments which details the approach to governance and funding of non-transport infrastructure associated with Brisbane 2032.

Office of the Queensland Parliamentary Counsel

The Office of the Queensland Parliamentary Counsel (OQPC) supports democracy and the strategic direction of the Queensland Government and delivers on the government's objectives for the community by providing legislative drafting services to all Queensland public sector agencies and access to legislation on the Queensland legislation website (www.legislation.qld.gov.au).

OQPC's objective is to draft and provide access to Queensland legislation to the highest standard. OQPC was established as a statutory office under the *Legislative Standards Act 1992* on 1 June 1992. Subject to the Premier, OQPC is controlled by the Queensland Parliamentary Counsel. The Office publishes its own strategic plan and annual report and is included as a service area in the DPC Service Delivery Statement each year.

Key achievements for 2021–2022

- Pursued excellence in legislative drafting and access by adopting best practice and making Queensland legislation easy to find, easy to understand, easy to use and maintaining open data arrangements.
- Significant legislation drafted and introduced within the reporting period included the:
 - *Public Health and Other Legislation (Extension of Expiring Provisions) Amendment Bill 2022*
 - *Land and Other Legislation Amendment Bill 2022*
 - *State Penalties Enforcement (Modernisation) Amendment Bill 2022*
 - *Personal Injuries Proceedings and Other Legislation Amendment Bill 2022*
 - *Animal Care and Protection Amendment Bill 2022*
 - *Casino Control and Other Legislation Amendment Bill 2022*
 - *Revenue Legislation Amendment Bill 2022*
 - *Industrial Relations and Other Legislation Amendment Bill 2022*
 - *Justice Legislation (COVID-19 Emergency Response-Permanency) Amendment Bill 2021*
 - *Police Powers and Responsibilities and Other Legislation Amendment Bill 2021*
 - *Small Business Commissioner Bill 2021*
 - *Brisbane Olympic and Paralympic Games Arrangements Bill 2021*
 - *Evidence and Other Legislation Amendment Bill 2021*
 - *Health and Other Legislation Amendment Bill 2021*
 - *Child Protection Reform and Other Legislation Amendment Bill 2021.*
- Some significant subordinate legislation drafted and made in the reporting period included the:
 - *Acts Interpretation (Fee Unit) Regulation 2022 and various fee unit conversion amendment regulations*
 - *Transport Legislation (Distracted Driver and Other Matters) Amendment Regulation 2021*

- *Transport Operations (Road Use Management – Driver Licensing) Regulation 2021*
- *Transport Operations (Road Use Management – Vehicle Registration) Regulation 2021*
- *Transport Operations (Road Use Management – Vehicle Standards and Safety) Regulation 2021*
- *Building Regulation 2021*
- *Medicines and Poisons (Medicines) Regulation 2021*
- *Medicines and Poisons (Poisons and Prohibited Substances) Regulation 2021*
- *Medicines and Poisons (Pest Management Activities) Regulation 2021.*

- Cultivated a highly skilled and high-performing workforce by giving our people a range of opportunities for ongoing professional and personal development.
- Made effective use of technological resources to enhance the services provided. The Queensland Integrated Legislative Lifecycle System (QULLS) has continued to evolve in ways that minimise manual processes, reduce the scope for human error, and optimise timely and accurate access to legislation and legislative information.
- Continued to work with DPC and other key partners on a process for the clear ordering of priorities within the government’s legislative program.

Our performance

Service standards in *DPC’s 2021–2022 Service Delivery Statement* were used by the department and the government to assess overall performance of the Legislative Drafting and e-Publishing service area. These can be found in Appendix A.

At a glance in 2021–2022

32 government Bills	7,995,231 legislative website page views
269 total legislative instruments	32 amendments during consideration in detail
138,720 total pages reprinted	776 total reprints
3 private members’ Bills	186 items of subordinate legislation
5794 total pages drafted	68 indicative reprints

OQPC Strategic Plan 2021–2025

OQPC's **vision** is excellent legislation for Queensland.

OQPC's **purpose** is to act as an independent statutory office that supports Queensland's democracy and the rule of law by delivering Queensland legislation that is effective, accessible, and consistent with fundamental legislative principles.

The **strategic priorities** are:

- excellence in legislative drafting and access
- a skilled, flexible, and resilient workforce
- a healthy and inclusive workplace
- stewardship of innovation and change
- strategic engagement with partners.

The **strategic objectives** are:

Excellence in legislative drafting and access: we identify and adopt best practice in drafting Bills, amendments to Bills, and subordinate legislation, having regard to fundamental legislative principles and compatibility with human rights; ensure, identify and adopt best practice in making Queensland legislation easy to find, easy to understand, and easy to use; ensure timely access to Bills, legislation, and related information and maintain open data arrangements.

A skilled, flexible, and resilient workforce: we maintain a highly skilled and high-performing workforce; provide staff with a range of opportunities for ongoing professional and personal development; continue to support mental health and wellbeing; improve the effectiveness of our performance development processes; encourage and facilitate the sharing of learnings within and between teams.

A healthy and inclusive workplace: we further develop a workplace culture that fosters the health, happiness, flexibility and fulfilment of our people; improve regular internal communication, seeking views, listening to staff, clearly communicating and explaining management decisions, and openly discussing issues as they arise; encourage greater office-wide cohesion.

Stewardship of innovation and change: we identify and adopt best practice in making Queensland legislation easy to find, easy to understand, and easy to use; make effective use of technological resources and explore future drafting and publishing solutions to enhance the services we provide.

Strategic engagement with partners: we build stronger functional relationships and open channels of communication with DPC and Cabinet, Table Office, client departments and other partners; continue to work with key partners towards a process for the clear ordering of priorities within the government's legislative program; and work with stakeholders to continuously improve the quality of access to Queensland legislation.

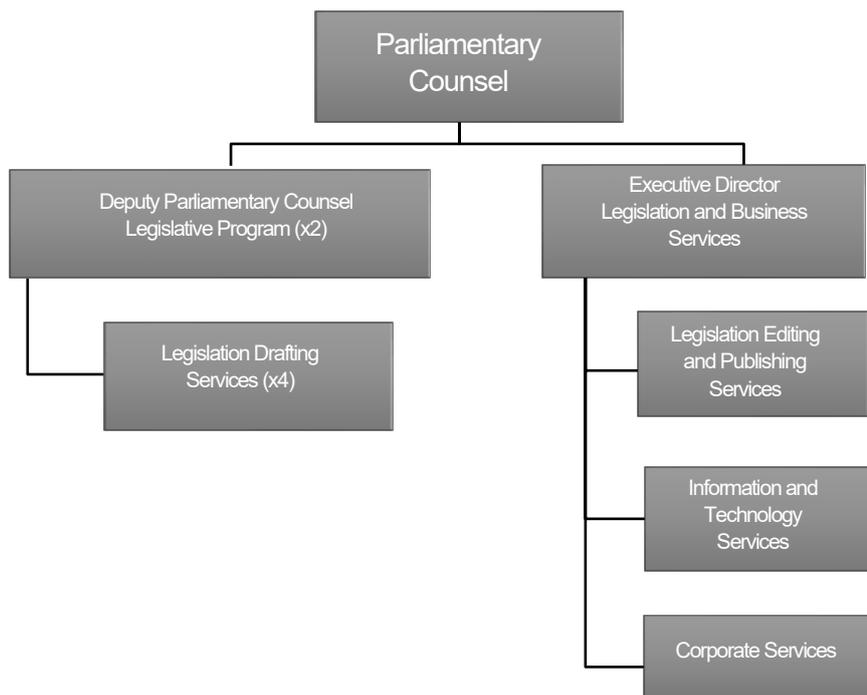
The OQPC *Strategic Plan 2021–2025* is available at: www.oqpc.qld.gov.au

Future directions for 2022–2023

- Pursue excellence in legislative drafting and access to legislation by adopting best practice to ensure Queensland legislation is easy to find, understand and use, and maintaining open data arrangements.

Organisational structure

The current structure is summarised in the organisational chart below:



Our people

DPC's workforce provides a broad range of services to the Premier and Cabinet, government, and the community, and works closely with other agencies to deliver for the people of Queensland.

The DPC *Strategic Workforce Plan 2020–2024* supports a high-performing, accountable, innovative, and effective workforce underpinned by the DPC principles of leadership, inclusion, collaboration, trust, innovation and agility, which guide behaviour and the way we do business.

In 2021–2022, DPC continued to support the COVID-19 and disaster response through the support of employees to undertake essential services for Queenslanders.

Employees were:

- mobilised to Queensland Health and Queensland Rural and Industry Development Authority and deployed through Community Recovery Ready Reserve (CRRR) to support the COVID-19 vaccination hubs and contact tracing
- deployed through CRRR in response to severe weather events in central and southern Queensland (Operation Kurrabana), Tropical Cyclone Seth, South East Queensland Weather Event and Severe Weather Flooding.

Protecting employees, our workforce and the Queensland communities we serve, remained a priority. The department implemented a range of workplace health and safety measures including:

- developed and implemented the DPC COVID-19 vaccination mandate and policy for 1 William Street following consultation with employees and unions
- access to flexible work arrangements in line with advice from the Chief Health Officer, to meet the changing COVID-19 environment and ensure the ongoing delivery of essential services to Queenslanders

- ensured our employees remained informed with ongoing communication and updated resources on workplace arrangements, supervisor and employee fact sheets and checklists, and links to Queensland Health resources.

Working for Queensland Survey

In 2021, DPC employees participated in the annual *Working for Queensland Survey* designed to explore employee perceptions of the workplace including employee engagement, job satisfaction and leadership.

DPC's response rate was 87 per cent with results higher than the public sector average across all workplace climate indices including:

- people and relationships: 90 per cent positive (13 per cent higher than the public sector average)
- my job: 83 per cent positive (five per cent higher than the public sector average).
- leadership and engagement: 78 per cent positive (15 per cent higher than the public sector average).

The survey results highlight that streamlining processes, recruitment and selection, and career development are areas for focus to drive improvement and positive workplace change.

Workforce profile 2021–2022

The following is a snapshot of the department's workforce profile for 2021–2022 based on June 2022 Minimum Obligatory Human Resources Information (MOHRI)^{1,2} data.

Workforce profile data

Full-time equivalents	FTE
Total FTE for the Department of the Premier and Cabinet	419.84 (includes 43.35 FTE in the Office of the Queensland Parliamentary Counsel)

Target group data¹

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	324	72.16%
Man	123	27.39%
Non-binary	<5	0.45%
Diversity Groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	324	72.16%
Aboriginal peoples and Torres Strait Islander peoples	<5	0.45%
People with disability	22	4.90%
Culturally and linguistically diverse – Born overseas	10	2.23%
Culturally and linguistically diverse – Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	16	3.56%
	Number (headcount)	Percentage of total Leadership Cohort (calculated on headcount)
Women in leadership roles ²	60	73.17%

Notes:

¹ MOHRI FTE data for fortnight ending 17 June 2022.

² FTE for the Norfolk Island Taskforce have been excluded as they are fully funded by the Federal Government and dedicated to the delivery of services outside of Queensland.

Early retirement, redundancy and retrenchment

DPC had no early retirement, redundancy or retrenchment packages paid during this period.

Key achievements for 2021–2022

- Engaged our workforce in the delivery of a Strategic Review of the department and supported the implementation of review outcomes through:
 - employee consultation including focus groups and surveys
 - leadership and all staff forums
 - development of DPC's new operating model and organisational structure, to align with the key delivery areas of policy, governance, engagement and implementation
 - support for employees to navigate through change
 - delivery of DPC strategic principles workshops, to embed new and improved ways of working and to support organisational cultural change
 - implementation of two whole-of-department 'impact sprint' pilot projects, bringing together cross-functional teams to develop solutions to department-wide topics, driving process improvement, innovation, collaboration and agility
 - development of the new *Human Resources Delegations Manual*, reflecting new organisational structure and updated approval levels.
- Coordinated the end-to-end recruitment of the 2022 and 2023 Policy Futures Graduate Program cohorts for policy roles across the Queensland public sector. Thirty-eight graduates from the 2022 cohort commenced in February 2022. Thirty-six graduates from the 2023 cohort will commence in February 2023.

- Upskilled the workforce through the delivery of manager induction and employee onboarding to provide information on key priorities and projects to build a high-performing and engaged workforce.
- Delivered three whole-of-government speaker series to equip employees with knowledge and learnings they can apply within their own roles, with a focus on diversity, inclusion and innovation.
- Drove increased collaboration and understanding across workgroups through the delivery of five in-house speaking events.
- Continued our commitment to the prevention of domestic and family violence, with formal presentation of our White Ribbon re-accreditation and participation in the Darkness to Daylight challenge.
- Supported employee health and wellbeing, in line with the *Be Healthy, Be Safe, Be Well* framework. Key initiatives delivered under these themes include flu vaccinations, skin checks, blood drive and a volunteering partnership.
- Continued our commitment to giving back to the community through the DPC Gives initiative, with support for MICAH Projects, Rosies, Foodbank and Darkness to Daylight.
- Delivered a comprehensive capability development program to support professional learning and career development.
- Developed additional resources and tools to support staff to transition back to the workplace.
- Refreshed and delivered annual DPC Management Development Program to continue to build management capability.
- Continued to build leadership at all levels with the launch of the Employee Development Program, focused on individual contribution to building organisational culture, organisational skills and career management.
- Increased focus on employee career development and mobility with a refreshed mentoring program, updated performance development agreement, and a 'impact sprint' project addressing workforce mobility.
- Delivered whole-of-department mandatory training program to ensure all DPC employees understand their obligations as public servants.
- Upheld our commitment to the highest standard of ethical behaviour through the delivery of additional compliance training for all employees including Code of Conduct, fraud and corruption, record keeping, information privacy, and right to information.
- Delivered training to support critical competencies, including preventing domestic and family violence for managers, MATE Bystander (domestic and family violence prevention for employees), unconscious bias, good decision making and Banaam cultural awareness.
- Further enhanced processes for the declaration and management of conflicts of interest to support best practice governance processes.
- Continued delivery and reporting on the *Cultural Capability Action Plan 2019–2022* and DPC's contribution to the Queensland Government *Reconciliation Action Plan*, to drive positive outcomes for Aboriginal peoples and Torres Strait Islander peoples.
- Developed the *DPC Aboriginal and Torres Strait Islander Recruitment Plan* and increased DPC's First Nations employees to three per cent.
- Reported on the *Disability Service Plan 2020–2021* and developed and implemented the *Disability Service Plan 2021–2022*.
- Raised awareness of key diversity and inclusion initiatives, including NAIDOC Week, National Reconciliation Week, National Sorry Day, Mabo Day, Multicultural Queensland Month, LGBTIQ+ Pride Month, Disability Action Week, International Women's Day, Queensland Women's Week, Wear It Purple Day, and International Day of People with Disability.

- Ensured good governance through the Diversity and Inclusion Consultative Committee, the Agency Consultative Committee (for effective industrial relations management), the Workplace Health and Safety committee and the People and Capability subcommittee (reporting to the Executive Leadership Team).

Future directions for 2022–2023

- Continue to embed outcomes from the Strategic Review, including embedding DPC strategic principles (leadership, collaboration, agility, trust, innovation, and inclusion), driving improved connections and collaboration across teams within DPC, support mobility and career development opportunities and finalise DPC's employee value proposition.
- Onboard the 2023 Policy Futures Graduate Program and design programs that build policy capability across the Queensland public sector for the 2021, 2022 and 2023 cohorts.
- Continue to prioritise employee health, safety, and wellbeing under the *Be Healthy, Be Safe, Be Well* framework by providing regular resources and initiatives that support overall wellbeing.
- Continue to build a diverse and inclusive workforce through the development and delivery of key actions under a range of workforce plans.
- Provide opportunities to build leadership capability to support a strong leadership pipeline that prepares the workforce now and into the future.
- Develop and implement a 'manager essentials' program to complement the Manager Induction and Management Development Program to increase understanding of roles and responsibilities with a focus on governance and public sector best practice.

Public Sector Ethics Act 1994

- DPC continues to support the *Public Sector Ethics Act 1994* principles and build a strong and accountable workforce through ongoing training to all employees, including completion of Code of Conduct training 2021–2022, all of which was delivered through the department's online learning management system.
- Code of Conduct training is also included in DPC's mandatory new starter onboarding program and all employees are required to undertake refresher training every three years.
- Good Decision Making training was added to the DPC whole-of-department compliance training schedule and is offered to employees several times a year.

Human Rights Act 2019

➤ During 2021–2022, we embedded the provisions of the *Human Rights Act 2019* into standard business-as-usual activities to ensure that actions are taken, and decisions are made, which are compatible with human rights. Specific actions taken during 2021–2022 include:

- developed the COVID-19 vaccination requirements – 1 William Street policy, consistent with the provisions and principles of the *Human Rights Act 2019*, to support the safety and wellbeing of employees and visitors to 1 William Street.
- coordinated delivery of Introduction to the Human Rights Act face-to-face training by the Queensland Human Rights Commission for the 2022 Policy Futures Graduates cohort (38 employees) and provided access to the Human Rights Commission Public Entities and the Queensland *Human Rights Act 2019* online training program through the department's learning management system.
- provided whole-of-government direction on human rights requirements with agency planning through the *Agency Planning Requirements* and annual reporting through the *Annual reporting requirements for Queensland Government agencies*.

- continued to monitor and implement the department's Human Rights Policy, including the department's specific human rights decision-making framework and a step-by-step guide to help employees make decisions and behave in a way that is compatible with the Act.
- continued to review human resources documentation, intranet content and procedures to ensure human rights considerations are embedded in human resource processes and practices.
- received no human rights complaints in relation to DPC actions or activities between 1 July 2021 and 30 June 2022.

We will continue to review our Human Rights Policy, considering the Queensland Human Rights Commission's review of the *Anti-Discrimination Act 1991*, which was completed in July 2022 and following the statutory review of the operation of the *Human Rights Act 2019*, which is required to occur after 1 July 2023.

Business continuity, security and safety

We are responsible for ensuring the safety of staff and continuity of operations. We also have whole-of-government, external, statewide and national responsibilities depending on the size and nature of the event or disruption.

We manage the continuity of operations through DPC's Business Continuity Framework (BCF) which sets out the roles, responsibilities, critical deliverables and key actions to be undertaken by the department, should a disruption occur. This includes both a disruption primarily affecting the department, and an event or incident which requires the activation of whole-of-government coordination arrangements.

The BCF considers appropriate standards (e.g., *AS/NZS 5050:2010 – Business Continuity – Managing disruption risk*) and aims to build high-level resilience in departmental services and sites, as well as the availability and integrity of information and business systems when an adverse event occurs.

We work with our non-government organisation (NGO) partners to disburse disaster assistance donations to Queensland communities in need.

We participated in the staged implementation of the Queensland Protective Security Framework (QPSF). Led by the Queensland Police Service, the QPSF outlines the principles, minimum requirements and key outcomes needed to protect Queensland Government personnel, information and physical assets. It ensures coherence and consistency to protective security policies and practices across government.

Key achievements for 2021–2022

- In 2021–2022, we reviewed and updated our BCF to prevent, prepare for, respond to, and recover from business disruption incidents that impact normal business activities. This included maintaining 25 detailed, business continuity plans across the department to ensure we managed risk at the business area level and maintained the integrity and continuity of our services.
- Our business continuity arrangements were stood up three times in 2021–2022—in responding to COVID-19 in July 2021 and in January 2022 (post the opening of Queensland's borders), and in February

2022, in response to the South East Queensland flood event.

- We participated in a whole-of-government cyber security scenario led by the Department of Communities, Housing and Digital Economy in April 2022. The department also conducted a DPC and portfolio cyber security exercise led by internal audit provider. Learnings from both scenario exercises were incorporated into existing plans for continuous improvement.
- In addition, the department provided funding to our NGO partners to assist Queensland communities impacted by the February 2022 flood event.
- In 2021–2022, we were a participating agency in the Stage 1 implementation of the QPSF. This included:
 - appointing the Deputy-Director-General, People and Services as the department's Chief Security Officer
 - establishing security governance arrangements to embed the QPSF as a standing agenda item on all governance subcommittees
 - testing the department's protective security maturity and alignment to the QPSF principles.

Future directions for 2022–2023

- Continue to update and integrate learnings into the department's BCF and plans at the business area level.
- Establish a departmental working group to further mature DPC's alignment with the QPSF and to drive required actions identified through self-assessment.
- Apply policies and procedures at operational and frontline levels and continue to develop security capability and a security culture.
- Formalise a Memorandum of Understanding with NGO partners to streamline the provision of disaster relief funding and reporting, to assist Queensland communities impacted by disaster events.

Corporate support functions

Overview

In 2021–2022, the department renewed and improved its Governance Framework and streamlined its governance committee structure. From 1 January to 30 June 2022, the previous Corporate Governance Group (CGG) and four subcommittees were replaced with the Executive Leadership Team and three subcommittees, as follows. For information about the previous governance committees (1 June to 31 December 2021) see Appendix B.

Executive Leadership Team

The Executive Leadership team (ELT) meets to assist the Director-General in discharging the accountabilities of the role and to achieve the department's objectives.

ELT is scheduled to meet every week to address emerging issues, with one meeting every month held for a longer period to discuss in-depth strategic matters or subcommittee business. From 1 January to 30 June 2022, ELT held 29 meetings.

Membership

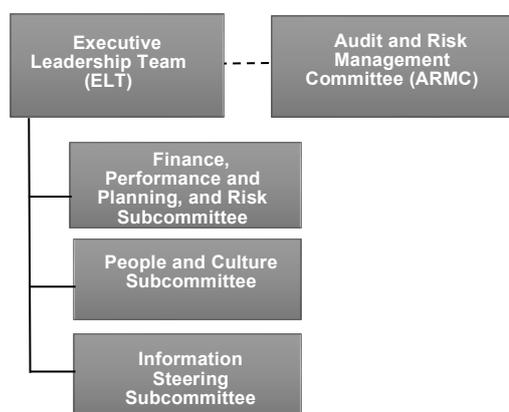
Chaired by the Director-General, ELT includes the following members:

- Associate Director-General, The Cabinet Office
- Associate Director-General, Governance and Engagement
- Associate Director-General, Brisbane 2032 Taskforce
- Queensland Parliamentary Counsel
- Executive Director, Office of the Director-General.

The role of ELT is to:

- support the Director-General in decision making and advising on matters of strategic importance
- identify and report on emerging governance issues and major activities
- provide assurance on the effectiveness of governance arrangements
- review and approve corporate policies and processes
- act as a forum for strategic information sharing
- embed risk management activities and manage risk mitigation strategies
- consider impacts of whole-of-government initiatives on the department's activities
- act as DPC's crisis management group and meet during a disruption to oversee DPC's internal and whole-of-government responsibilities.

To manage the department's key duties and responsibilities, subcommittees chaired by ELT members, support the function of ELT. These subcommittees provide regular updates to ELT on the progress of their respective key focus areas.



Finance, Performance and Planning, and Risk Subcommittee

The Finance, Performance and Planning, and Risk (FPPR) Subcommittee meets quarterly and reports to ELT. From 1 January to 30 June 2022, the subcommittee met two times and is chaired by the Executive Director, Brisbane 2032 Taskforce.

Role

The role of the FPPR Subcommittee is to assist the Director-General, as the accountable officer, in performing the following financial, performance management and risk functions:

Finance

- Achieve reasonable value-for-money by ensuring the operations of the department or statutory body are carried out efficiently, effectively and economically.
- Establish and maintain appropriate systems of internal control and risk management.
- Establish and keep funds and accounts in compliance with the prescribed requirements.
- Ensure annual financial statements are prepared, certified and tabled in Parliament in accordance with the prescribed requirements.
- Undertake planning and budgeting for the accountable officer's department or the statutory authority appropriate to the size of the department or statutory authority.

Performance and Planning

- Set DPC's overarching strategic direction through strategic and operational planning, internal quarterly reporting and the annual report.
- Oversee DPC's performance measurement and reporting in accordance with the *Queensland Government's Performance Management Framework Policy, Financial and Performance Management Standard 2019* and *Financial Accountability Act 2009*.

Risk

- Monitor the identification and treatment of enterprise risks and operational risks (including the protective security of information, financial controls, personnel, assets, and Information and Communications Technology (ICT) matters).
- Ensure the risk management function operates effectively, efficiently and economically.
- Report promptly to the Director-General, ELT and the Audit and Risk Management Committee (ARMC) when issues are identified that could present a material risk or threat to the agency.

People and Culture Subcommittee

The People and Culture Subcommittee meets quarterly and reports to ELT. From 1 January to 30 June 2022, the subcommittee met two times, and was chaired by the Deputy Director-General, Policy.

Role

The role of the subcommittee is to assist the Director-General in overseeing and meeting the department's responsibilities in relation to managing its workforce. Specifically, the subcommittee:

- drives the implementation of key workforce strategies that build a highly skilled and engaged workforce capable of delivering business outcomes now and into the future
- ensures emerging risks are identified and mitigation strategies implemented.

The subcommittee oversees and considers strategic priorities which:

- embed an innovative and effective workforce that is forward thinking, embraces better ways of working and is connected and collaborative
- build a strategic workforce that seeks out and embraces new information, broader perspectives, and opportunities for engagement
- drive a strong and accountable workforce that demonstrates leadership at all levels, and role models the highest standards of behaviour

- build a high performing workforce that is inclusive, and well-regarded for their capability, commitment and consistency.

Information Steering Subcommittee

The Information Steering Subcommittee meets quarterly and reports to ELT. From 1 January to 30 June 2022, the subcommittee met three times, and was chaired by the Deputy Director-General, People and Services.

Role

The role of the subcommittee is to oversee DPC's Information Management (IM) and Information Security (IS) risks, initiatives, and overall ICT strategies to ensure departmental, responsible entities, and whole-of-government priorities are met. Specifically, the subcommittee:

- provides oversight to ELT of relevant ICT-based risks and initiatives
- enables collaboration and information sharing related to ICT-based risks and initiatives between the following entities:
 - DPC
 - Office of the Queensland Parliamentary Counsel (OQPC)
 - Public Service Commission (PSC)

- oversees the implementation, adherence, and maturity of the Information Security Management System (ISMS)
- ensures significant ICT-based risks and incidents affecting responsible entities and whole-of-government are identified and suitably mitigated
- reviews and endorses significant ICT security initiatives affecting responsible entities and whole-of-government
- reviews and endorses significant ICT policy changes prior to authorised delegate approval
- reviews and monitors the implementation of ICT-based audits and penetration tests across responsible entities
- reviews and monitors ICT contracts to ensure opportunities for cost-savings, improved business processes, and leveraging investments across responsible entities are realised
- ensures relevant ICT-based initiatives or discussions from external meetings, forums, or communities of practice that have potential impact, both positive or negative, on responsible entities or whole-of-government are tabled for review and discussion with a formal position as to how DPC manages or mitigates related risks.

Audit and Risk Management Committee

The department's Audit and Risk Management Committee (ARMC) was established by the Director-General as required by section 30(1) of the *Financial and Performance Management Standard 2019*. As required by section 30(2) of the Standard, the terms of reference outline the role of the committee.

During 2021–2022, the ARMC observed its terms of reference and had due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*. The ARMC met four times during 2021–2022.

A representative from the Queensland Audit Office (QAO) and a representative from the department's internal audit service provider have standing invitations as observers to attend all committee meetings. Departmental officers are invited to attend meetings as required.

Role

The role of the ARMC is to provide independent assurance and assistance to the Director-General on the governance, risk, control, compliance and performance management frameworks and the department's external accountability responsibilities. The ARMC's responsibilities include overseeing the:

- adequacy of the annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- operation of the internal audit function, including internal audit planning and monitoring audit findings

- *Risk Management Framework*
- performance management frameworks, including monitoring and reporting activities.

The ARMC also serves the Commission Chief Executive, Public Service Commission.

Key achievements for 2021–2022

- Endorsed the annual internal audit plan and monitored the ongoing delivery of the internal audit program.
- Received and noted updates to departmental risk management materials.
- Monitored progress of the implementation status of internal audit recommendations and business improvement opportunities.
- Received and considered external audit reports and monitored the implementation status of agreed actions against recommendations made (refer to External Scrutiny section for further information).
- Endorsed the financial statements for 2020–2021 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities of the department.

Membership

The ARMC comprises:

Name	Committee role	Position	Portion of the year in role	Number of meetings attended	Remuneration entitlement
Bronwyn Morris AM	Chair	Independent	July 2021 – August 2021	1	\$1380
Paul Cooper	Chair	Independent	November 2021 – June 2022	3	\$4140
Susan Rix AM	Member	Independent	July 2021 – June 2022	3	\$3780
Philip Hennessy AO	Member	Independent	July 2021 – June 2022	4	\$5040
Megan Barry	Member	Deputy Commissioner, PSC	July 2021 – June 2022	4	Nil
Filly Morgan	Member	Associate Director-General, Governance and Engagement, DPC	July 2021 – June 2022	4	Nil
Rachel Hunter	Attendee	Director-General, DPC	July 2021 – June 2022	2	Nil
Robert Setter	Attendee	Commission Chief Executive, PSC	July 2021 – June 2022	3	Nil

Risk management

In accordance with the *Financial Accountability Act 2009*, the Director-General, DPC has established appropriate systems of internal control and risk management. This has been achieved through the maintenance of a risk management framework, with oversight by the ARMC. DPC's Risk Management Framework aligns with the International Standard ISO 31000: 2018 on risk management principles and guidelines, and includes appropriate governance arrangements, risk reporting and analysis.

DPC is committed to a philosophy and culture that ensures risk management is an integral part of all activities. The department has ensured risk management and business continuity plans are aligned, and that lessons learnt from the COVID-19 pandemic are reflected in its risk management approach.

Strategic risks, opportunities and challenges are reviewed regularly in relation to the operating environment of the department to ensure effective management. This minimises vulnerability to internal and external events and influences that could impact on the achievement of its objectives and strategic priorities.

To support the achievement of strategic objectives, risk management continues to be embedded throughout the department through proactive, executive involvement, and assessment and treatment of risk (including fraud and corruption risks).

The department's *Strategic Plan 2021-2025* states that the department will manage its strategic risks and their impacts. These risks are reflected in the department's strategic risk register.

Divisions are responsible for identifying and managing operational risks. ARMC oversees the department's risk management system, and it is a standing agenda item at ARMC meetings. The department's Finance, Planning and Performance and Risk Subcommittee, which reports to ELT, can also refer matters to the ARMC for consideration.

Internal audit

During 2021–2022, the internal audit service was managed by the department's Director of Internal Audit and Risk Services, with delivery of the program being outsourced to a third-party provider, EY.

The internal audit function provides independent assurance and advice to the Director-General, senior management and the ARMC. It enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls, and risk management practices. This is in accordance with the role detailed in the *Financial Accountability Act 2009*.

The internal audit function operates in accordance with an approved *Internal Audit Charter* that incorporates professional standards and the *Queensland Treasury Audit Committee Guidelines Improving Accountability and Performance*. The function is independent of the activities it reviews, of management, and of the QAO. The internal audit function is monitored by the ARMC to ensure it operates effectively, efficiently, and economically.

Key achievements for 2021–2022

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the Director-General for approval.
- Successfully reprioritised and executed the internal audit plan to ensure alignment with key and emerging risks and provided reports to the ARMC and Director-General.
- Monitored and reported on the status of the implementation of internal audit recommendations and business improvement opportunities to the ARMC.
- Supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

External scrutiny

External audits and reviews add value to the public sector through recommendations that improve business operations. The following reports were published in 2021–2022 and were relevant to the department:

QAO Report 4: 2021–2022 Status of Auditor-General's recommendations

This report provided a summary of agencies' self-assessed progress in implementing actions from QAO performance and assurance audit reports tabled during 2015–2016 to 2017–2018. During this period two reports impacted DPC:

- *Report 1: 2016-17 – Strategic Procurement* contained one recommendation for the department. DPC worked with Queensland Treasury and the Department of Energy and Public Works (EPW) and fully implemented agreed actions stemming from the recommendation.
- *Report 16: 2016-17 - Government Advertising* contained four recommendations for the department. DPC has fully implemented the agreed actions stemming from these four recommendations.

QAO Report 13: 2021–2022 – State Finances 2021

Each year, the Treasurer prepares consolidated Queensland Government financial statements. These statements separately disclose transactions and balances for the total state sector, including the general government sector.

The QAO found that the Queensland Government financial statements, the *Consolidated Fund Financial Report*, the *Public Report of Ministerial Expenses*, and the *Public Report of Office Expenses of the Office of the Leader of the Opposition* were reliable and complied with legislative requirements.

The Queensland Government's consolidated financial statements received an unmodified opinion in 2020–2021, meaning the financial statements present a true and fair view of the state's financial performance and

position. QAO issued unmodified opinions for all significant entities consolidated in the Queensland Government's financial statements.

QAO Report 14: 2021–2022 – State Entities 2021

This report summarises the results of 2021–2022 financial audits of Queensland Government entities, including the 21 government departments. The report also examined the impact of government restructuring, challenges with delivering government programs and internal controls.

The Queensland Auditor-General issued the department an unmodified audit opinion, with no key audit matter raised, indicating the department's 2020–2021 financial statements were in accordance with prescribed requirements.

The QAO made three recommendations specific to the department regarding advice on machinery-of-government changes, provision of ministerial guidance for extension of annual report tabling, and updating accountability requirements regarding annual reports. The department accepted these, with agreed actions for two recommendations fully completed.

QAO Report 17: 2021–2022 – Appointing and Renewing Government Boards

This report examined the processes that government entities use to appoint and renew members of government boards.

The QAO found government entities have different policies and practices for appointing and renewing board members. While each process has its strengths and weaknesses, each could benefit from being aligned with better practice, including the ASX Corporate Governance Council and the Australian Institute of Company Directors.

The QAO made four recommendations specific to the department, all of which were accepted and an action plan is in progress.

Independent reviews

Kevin Yearbury PSM, *Strategic Review of the Integrity Commissioner's Functions* (30 September 2021)

The *Integrity Act 2009* requires a review of the Integrity Commissioner's functions be conducted at least every five years to assess whether the functions are performed economically, effectively, and efficiently.

The Yearbury Report was presented to the Premier and Minister for the Olympics on 30 September 2021, and made 27 recommendations covering:

- Advisory functions (Recommendations 1 – 7, 27)
- Lobbying functions (Recommendations 8 – 18)
- Public awareness functions (Recommendations 19 – 21)
- Performance of the Integrity Commissioner's functions (Recommendations 22 - 23)
- Organisational arrangements (Recommendations 24 – 26).

The Yearbury report was tabled in Parliament on 14 October 2021 and referred to the Economics and Governance Committee (the Committee) for consideration.

On 3 June 2022, the Committee tabled its *Report No. 26, 57th Parliament - Inquiry into the report on the strategic review of the functions of the Integrity Commissioner*, making three specific recommendations:

- that government consider legislative amendment to the Act to clarify the role of the Integrity Commissioner in providing post separation employment advice (Yearbury Report Recommendation 4)
- that the Act be amended to ensure that Ministers and Assistant Ministers are aware of the Integrity Commissioner advice being sought by a member of their staff (Yearbury Report Recommendation 5)
- that consultation be undertaken with a view to identify an appropriate body to undertake investigations into allegations of misconduct or corrupt conduct on the part of registered lobbyists or lobbying activity undertaken by unregistered lobbyists (Yearbury Report Recommendation 14).

The *Government Response to the Committee Report* was tabled on 2 August 2022 and supports or supports-in-principle all recommendations of the Committee and Yearbury Reports.

Emeritus Professor Peter Coaldrake AO, *Let the Sunshine In: Review of culture and accountability in the public sector* (28 June 2022)

The Coaldrake Report was commissioned to review the culture and accountability of the Queensland public sector to ensure an integrity framework that:

- is contemporary, fit-for-purpose and future-focused
- is effective in supporting an ethical public sector culture
- is underpinned by robust systems, including complaints mechanisms and training
- maintains the public's trust in the decisions of the Queensland Government and its public sector agencies.

The Coaldrake Report made 14 key recommendations. Recommendations with direct impact for the department include:

- enhancing the independence of the Auditor-General
- enhancing independence of integrity bodies by aligning responsibility for financial arrangements and management practices with the Speaker of Parliament and appropriate Parliamentary Committee
- proactive release of Cabinet documents within 30 business days of a final decision being taken by Cabinet
- establishment of a mandatory data breach scheme
- a range of other specific initiatives to be considered to renew the capability and capacity of the public sector with a focus on performance and integrity culture.

The Queensland Government established the Integrity Reform Taskforce to lead the implementation of the Coaldrake Report recommendations. As noted in the *Government's Response to the Committee's Report*, some recommendations of the Yearbury Report will be considered in conjunction with the recommendations of the Coaldrake Report.

Information systems and recordkeeping

The *Public Records Act 2002* and the department's *Records Governance Policy* mandate that the department capture, create, manage, and dispose of public records in accordance with Queensland State Archives-approved disposal authorities. The department's records are efficiently managed throughout their lifecycle and archived and disposed of accordingly.

In meeting its public records governance responsibilities, the department demonstrates mature recordkeeping to support sound business decision making, effective governance, and accountability.

The department purchases transactional processing services from Queensland Shared Services and uses whole-of-government systems for finance and human resource management services.

The department manages several electronic document and records management systems (eDRMS) to provide secure, effective, and efficient management of:

- Cabinet submissions and related documents
- Executive Council minutes and related documents
- departmental and portfolio agency records.

These eDRMS support approved business processes whilst enhancing information and cyber security functionality.

Roles and responsibilities for creating, managing and disposing of public records are documented in the department's *Records Governance Policy* and *Recordkeeping Guidelines*.

Mandatory recordkeeping training is provided at induction for all new staff, along with mandatory online refresher training not less than every three years, augmented with

the delivery of specialist recordkeeping training, as required.

A substantial percentage of records are created and captured electronically and managed through approval processes codified within the business system. Several initiatives have been developed and enhanced to reduce reliance on paper records.

Improvements around information security and managing sensitive data have been a priority for several years with a key initiative being the department's commitment to the full implementation of the whole-of-government Information Security Management System (ISMS). This involves defining, implementing, and applying appropriate controls to safeguard confidentiality, integrity, and availability of information.

Key achievements for 2021–2022

- Continued to ensure staff were able to effectively work from any location whilst continuing to deliver services with technology as the key enabler.
- Complied with government cyber security requirements through maturing the department's ISMS with supporting policies, procedures, processes, and tools to support a robust security posture.
- Performed a portfolio-wide cyber security exercise focusing on the department's incident response and strategic communications.
- Prioritised active and anticipated ICT-related projects across the department.
- Replaced three end-of-life systems, ensuring continuity and security of departmental information.
- Renewed Microsoft licensing arrangements.

Future directions for 2022–2023

- Mature the department’s project management capability to improve project outcomes and project-based risk management.
- Continue to focus on delivering value through effective project and portfolio management, to ensure investments deliver benefits and outcomes.
- Contribute to the implementation of the *Queensland Protective Security Framework (QPSF)*.
- Finalise the implementation of a simplified employee onboarding and resource-request management system to effectively manage onboarding and exiting processes within the department.
- Continue to develop and enhance correspondence and briefing note reporting to support business outcomes, including greater visibility of workflow processes, and an optimised user experience when used with mobile devices.
- Focus on realising greater value-for-money outcomes in existing technology investments.
- Continue to investigate, identify, and remediate potential, single points of failure in key business systems and address the retirement of end-of-life legacy systems.
- Continue to focus on optimising Microsoft Azure cloud services, from a value-for-money perspective, while ensuring appropriate continuity of services.
- Ongoing initiatives to improve the portfolio’s cyber security posture by leveraging extra security capabilities available through the enhanced Microsoft licensing agreement.

Information Security attestation statement

During the mandatory, annual, Information Security reporting process, the Director-General attested to the Queensland Government Chief Information Security Officer, the appropriateness of information security risk management within the department. It was noted that appropriate assurance activities have been undertaken to inform this opinion and the department’s information security risk position.

Open data

The following datasets are published on the open data website at www.data.qld.gov.au

- consultancies
- translator and interpreter services
- overseas travel expenditure.

Financial summary 2021–2022

The department's service areas are:

- Policy Advice and Coordination, and Cabinet Support
- Engagement and Events Support
- Governance Support and Advisory Services
- Brisbane 2032 Taskforce
- Legislative Drafting and e-Publishing.

Department revenue

The total departmental revenue for 2021–2022 was \$105 million, representing no material change from the previous year. Appropriation funding is the department's main source of revenue and comprises 87 per cent of the department's revenue.

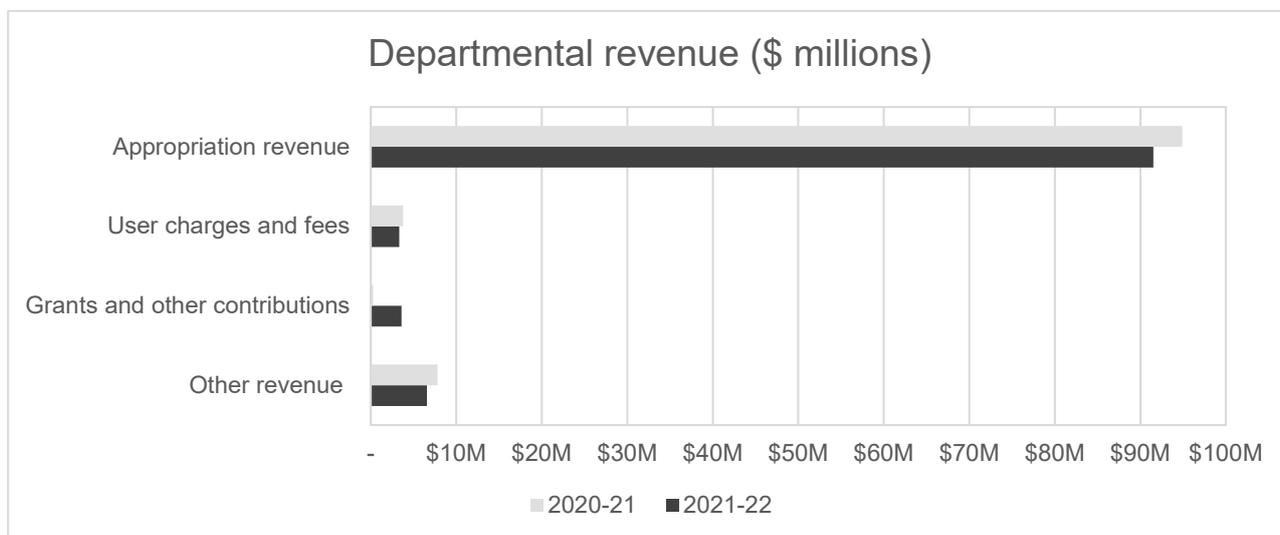
The year-on-year decrease in appropriation revenue of \$3.4 million is primarily due to the deferral of funding to 2022–2023 (and across the forward estimates) to realign anticipated, project milestones for limited-life programs and departmental initiatives (\$12.14 million). The decrease is also due to the return of funding to the consolidated fund (\$0.687 million) and a contribution to support the administration of the National Redress

Scheme (\$0.15 million) for people who have experienced institutional child sexual abuse. The decrease in appropriation funding was offset by increased appropriation received for the COVID-19 Response and Recovery Taskforce (\$6.337 million) and employee cost increases for the impact of enterprise bargaining arrangements (\$1.344 million). It was also offset by the establishment of the Commission of Inquiry to examine Queensland Police Service responses relating to domestic and family violence (\$0.786 million); and the Commission of Inquiry into Forensic DNA Testing in Queensland (\$0.207 million).

Additional grant funding of \$2.83 million was received from the Australian Government in the current financial year to support Queensland's delivery of services to Norfolk Island through the Intergovernmental Partnership Agreement. It was the primary driver for the increase in grant revenue of \$3.34 million.

This was offset by the year-on-year reduction in other revenue of \$1.25 million, primarily due to lower revenue received for the Policy Futures Graduate Program due to reduced 2020 and 2021 cohorts (\$1.164 million).

Figure 1 – Comparison of revenue performance from prior year



Department expenditure

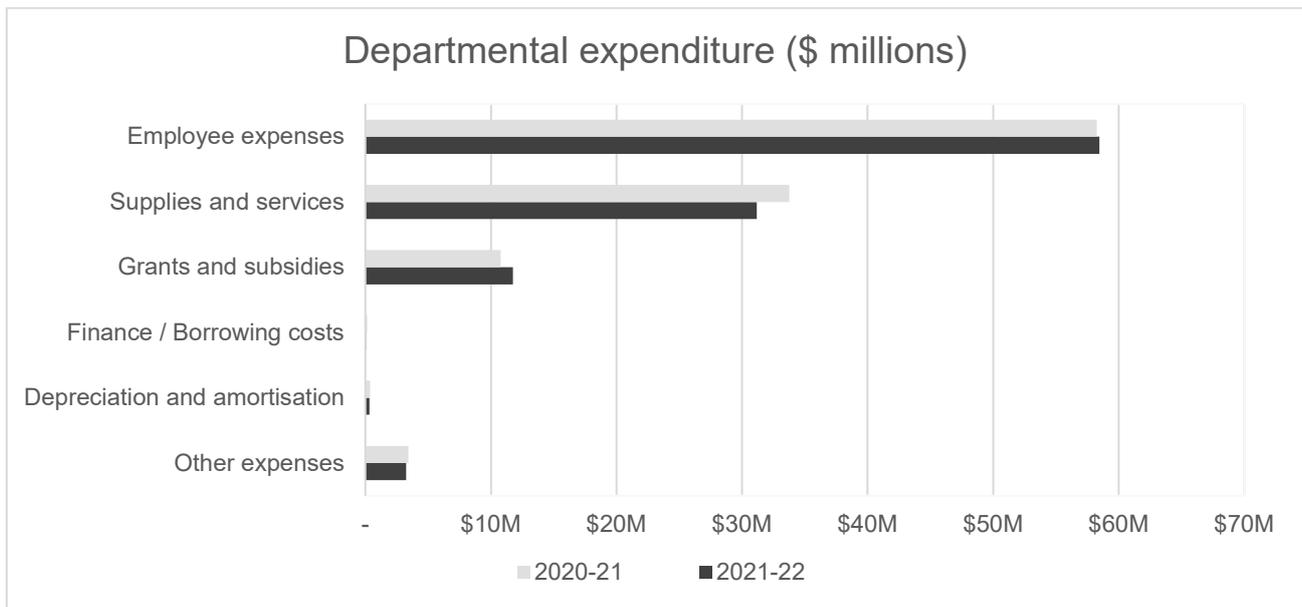
Total expenditure for the year ending 30 June 2022 was \$105 million, a decrease of \$1.76 million from the previous financial year.

Year-on-year, supplies and services expenses decreased by \$2.61 million primarily due to a reduced advertising costs for the COVID-19 Response and

Recovery Taskforce (\$4.03 million) and offset by additional grant expenditure provided to the Anzac Day Trust (\$1.42 million).

Employee expenses remain the major expenditure incurred by the department at a cost of \$58.46 million.

Figure 2 – Comparison of expenditure performance from prior year



Summary of financial position

The department's total asset position was \$29.35 million at 30 June 2022, representing a decrease from the previous year of \$1.4 million.

The department recorded an increase in cash assets and payables that was due to the end-of-financial-year appropriation payable. This represents lapsed funding to be returned to Queensland Treasury or deferred to 2022–2023.

The department has loan receivable assets and interest-bearing liabilities for loans provided to Screen

Queensland through the Revolving Film Finance Fund (RFFF) to support film production across the state. Loan receivable assets and interest-bearing liabilities decreased by \$5.18 million from the previous financial due to the repayment of RFFF loans.

The department has secured a line of credit facility through Queensland Treasury Corporation, which enables ongoing funding to be provided to Screen Queensland to provide industry funding for film productions.

Figure 3 – Comparison of asset performance from prior year

Departmental assets (\$ millions)

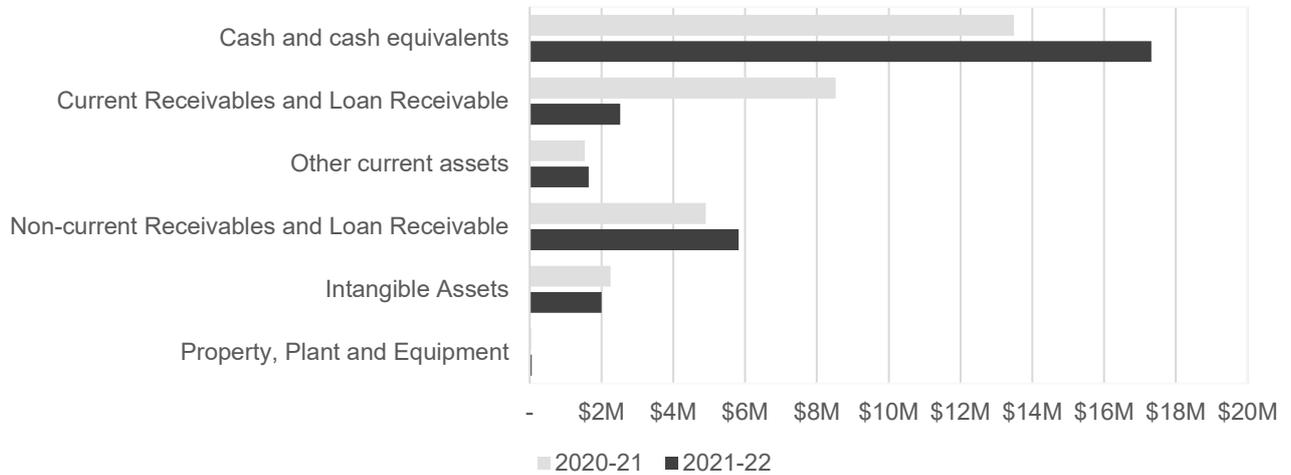
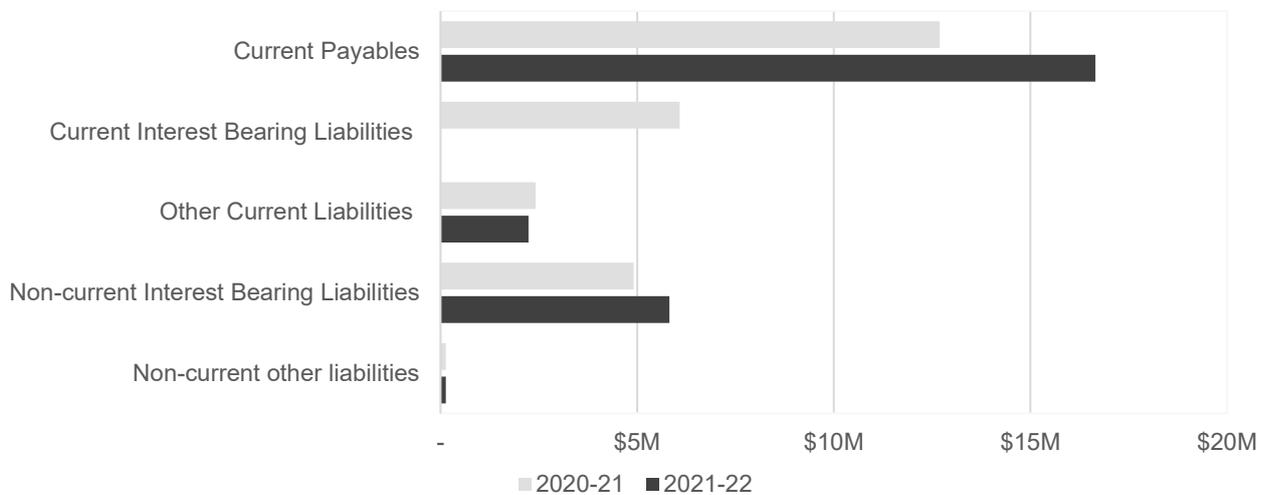


Figure 4 – Comparison of liability performance from prior year

Departmental liabilities (\$ millions)

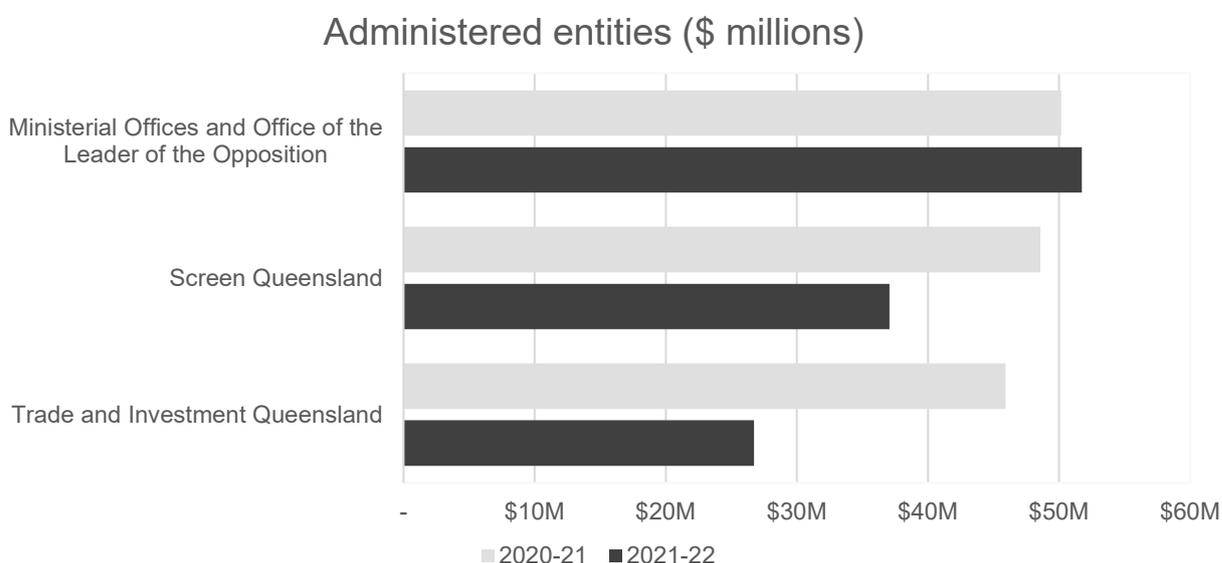


Administered funding

For the year ended 30 June 2022, the department's administered funding was \$115.55 million, a decrease of \$29.15 million from the previous year. This is primarily attributable to the machinery-of-government changes resulting in Trade and Investment Queensland transferring from DPC's portfolio from 1 November 2021, reflecting the grants paid to the effective date of transfer (\$26.726 million).

Screen Queensland also received less grant funding primarily due to the timing of commitments for the Production Attraction Strategy and Post, Digital, Visual Effects (PDV) Incentive (\$11.51 million).

Figure 5 – Comparison of administered funding from prior year



Chief Finance Officer Assurance

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming, as required by section 54 of the *Financial and Performance Management Standard 2019*, the financial internal controls of the department are operating efficiently, effectively, and economically.

The statement indicated no deficiencies or breakdowns in internal controls that would impact adversely on the department's financial governance or financial statements for the year.



Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2022

**Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2022**

Table of Contents	Page No.
Statement of Comprehensive Income	3
Statement of Financial Position	4
Statement of Changes in Equity	5
Statement of Cash Flows (including Notes to the Statement of Cash Flows)	6
Statements by Major Departmental Services	9
Section A: Notes about the Department and this Financial Report	
A1: Basis of Financial Statement Preparation	11
A2: Objectives and Principal Activities of the Department	12
A3: Machinery-of-Government Changes	13
A4: Controlled Entities	13
Section B: Notes about our Financial Performance	
B1: Revenue	14
B2: Expenses	16
Section C: Notes about our Financial Position	
C1: Cash and Cash Equivalents	19
C2: Receivables and Loans Receivable	19
C3: Other Current Assets	20
C4: Intangibles and Amortisation Expenses	20
C5: Plant and Equipment and Depreciation Expenses	22
C6: Right-of-use Assets	23
C7: Payables	24
C8: Borrowings	24
C9: Accrued Employee Benefits	25
C10: Lease Liabilities – Leases as Lessee	25
Section D: Notes about our Risk and Other Accounting Uncertainties	
D1: Financial Contingencies	27
D2: Financial Commitments	27
D3: Financial Risk Disclosures	27
D4: Events Occurring After Balance Date	29
Section E: Notes about our Performance Compared to Budget and significant Financial Impacts from COVID-19	
E1: Financial Impact of COVID-19	30
E2: Explanation of Major Variances	30
Section F: Notes about our Administered Activities and Trust transactions	
F1: Schedule of Administered Income, Expenses, Assets and Liabilities	36
F2: Budget to Actual Comparison - Administered Activities	39
F3: Trust Transactions and Balances	41
Section G: Other information	
G1: Key Management Personnel (KMP)	42
G2: First year application of new Accounting Standards or change in Accounting Policy	45
G3: Taxation	46
G4: Climate Risk Disclosure	46
Certification	
Management Certificate	47
Independent Auditor's Report	48

**Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2022**

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
Operating results		\$'000	\$'000	\$'000	\$'000
Income from continuing operations					
Appropriation revenue	B1-1	91,508	94,905	91,508	94,905
User charges and fees	B1-2	3,707	4,662	3,334	3,784
Grants and other contributions	B1-3	40,672	48,849	3,602	267
Other revenue	B1-4	8,067	9,862	6,552	7,797
Total income		143,954	158,278	104,996	106,753
Expenses from continuing operations					
Employee expenses	B2-1	62,210	61,262	58,457	58,260
Supplies and services	B2-2	33,220	35,155	31,164	33,769
Grants and subsidies	B2-3	22,995	23,635	11,752	10,776
Depreciation and amortisation	B2-4	4,234	2,829	317	370
Finance/borrowing costs		131	198	50	145
Other expenses	B2-5	3,323	3,490	3,256	3,433
Total expenses		126,113	126,569	104,996	106,753
Operating result for the year		17,841	31,709	-	-
Total comprehensive income		17,841	31,709	-	-

The accompanying notes form part of these financial statements.

An explanation of major variances to budget is included in Note E2.

**Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2022**

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	C1	82,331	51,620	17,316	13,491
Receivables and loans receivable	C2	17,045	29,325	2,519	8,524
Other current assets	C3	1,735	1,594	1,640	1,533
Total current assets		101,111	82,539	21,475	23,548
Non-current assets					
Loans receivable	C2	5,787	4,900	5,816	4,909
Intangible assets	C4	2,003	2,250	2,003	2,250
Plant and equipment	C5	1,970	3,312	58	42
Right-of-use-assets	C6	5,442	4,409	-	-
Total non-current assets		15,202	14,871	7,877	7,201
Total assets		116,313	97,410	29,352	30,749
Current liabilities					
Payables	C7	16,893	12,034	16,650	12,693
Borrowings	C8	-	6,084	-	6,084
Accrued employee benefits	C9	2,054	2,011	1,820	1,801
Other current liabilities		415	620	415	612
Lease liabilities	C10	2,511	1,734	-	-
Total current liabilities		21,873	22,483	18,885	21,190
Non-current liabilities					
Borrowings	C8	5,816	4,909	5,816	4,909
Accrued employee benefits	C9	-	30	-	-
Other non-current liabilities		131	130	131	130
Lease liabilities	C10	3,406	2,612	-	-
Total non-current liabilities		9,353	7,681	5,947	5,039
Total liabilities		31,226	30,164	24,832	26,229
Net assets		85,087	67,246	4,520	4,520
Equity					
Accumulated surplus		85,087	67,246	4,520	4,520
Total equity		85,087	67,246	4,520	4,520

The accompanying notes form part of these financial statements.

An explanation of major variances to budget is included in Note E2.

**Department of the Premier and Cabinet
Statement of Changes in Equity
for the year ended 30 June 2022**

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Accumulated surplus				
Balance as at 1 July	67,246	35,537	4,520	4,520
Operating result	17,841	31,709	-	-
Balance as at 30 June	85,087	67,246	4,520	4,520

The accompanying notes form part of these financial statements.

**Department of the Premier and Cabinet
Statement of Cash Flows
for the year ended 30 June 2022**

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
<i>Inflows:</i>					
Service appropriation receipts	B1-1	100,354	78,335	100,354	78,335
User charges and fees		5,103	6,688	3,588	3,729
Grants and other contributions		47,258	27,214	3,602	762
Interest receipts		310	324	50	145
GST input tax credits from ATO		5,337	6,774	3,092	4,277
GST collected from customers		599	448	408	274
Other		4,191	6,036	4,291	6,112
<i>Outflows:</i>					
Employee expenses		(60,770)	(60,320)	(57,019)	(57,146)
Supplies and services		(34,273)	(33,545)	(32,278)	(32,092)
Grants and subsidies		(26,145)	(21,397)	(14,835)	(8,649)
Finance/borrowing costs		(50)	(145)	(50)	(145)
GST paid to suppliers		(5,193)	(5,827)	(3,679)	(4,010)
GST remitted to ATO		(568)	(379)	(371)	(209)
Other		(3,244)	(2,929)	(3,244)	(2,928)
Net cash provided by operating activities		32,909	1,277	3,910	(11,545)
Cash flows from investing activities					
<i>Inflows:</i>					
Loans and advances redeemed		6,103	2,945	6,114	3,691
<i>Outflows:</i>					
Payments for plant and equipment		(311)	(2,043)	(55)	-
Payments for intangibles		(30)	(102)	(30)	(102)
Loans and advances made		(887)	(909)	(887)	(909)
Net cash used in investing activities		4,875	(108)	5,143	2,681
Cash flows from financing activities					
<i>Inflows:</i>					
Proceeds from borrowings		887	909	887	909
<i>Outflows:</i>					
Borrowing redemptions		(6,114)	(3,691)	(6,114)	(3,691)
Lease repayments		(1,845)	(1,766)	-	-
Net cash provided by financing activities		(7,073)	(4,549)	(5,227)	(2,783)
Net increase/(decrease) in cash and cash equivalents		30,711	(3,380)	3,825	(11,647)
Cash and cash equivalents - opening balance		51,620	55,000	13,491	25,138
Cash and cash equivalents - closing balance	C1	82,331	51,620	17,316	13,491

The accompanying notes form part of these financial statements.

An explanation of major variances to budget is included in Note E2.

**Department of the Premier and Cabinet
Notes to the Statement of Cash Flows
for the year ended 30 June 2022**

Reconciliation of operating result to net cash provided by operating activities

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)		17,841	31,709	-	-
Non-cash items included in operating results:					
Depreciation and amortisation expense	B2-4	4,234	2,829	317	370
Interest capitalised to borrowings		20	145	-	-
Other non-cash items		70	(62)	-	-
Work in progress write-off		-	358	-	358
Change in assets and liabilities:					
Increase/(decrease) in deferred appropriation payable to Consolidated Fund		8,846	(16,570)	8,846	(16,570)
(Increase)/decrease in trade debtors		5,780	(19,119)	141	857
(Increase)/decrease in other receivable		(10)	(9)	17	(20)
(Increase)/decrease in GST receivable		775	770	41	133
(Increase)/decrease in long service leave reimbursement receivables		(211)	(18)	(211)	(18)
(Increase)/decrease in annual leave reimbursement receivables		(67)	(527)	(67)	(527)
(Increase)/decrease in other current assets		(141)	731	(107)	723
Increase/(decrease) in GST payable		(39)	41	-	-
Increase/(decrease) in payable		(3,992)	1,337	(4,890)	3,417
Increase/(decrease) in accrued employee benefits		7	(183)	19	(168)
Increase/(decrease) in other liabilities		(204)	(154)	(196)	(100)
Net cash provided by operating activities		32,909	1,277	3,910	(11,545)

Department of the Premier and Cabinet
Notes to the Statement of Cash Flows
for the year ended 30 June 2022

Changes in liabilities arising from financing activities

	\$'000		\$'000	\$'000	\$'000	\$'000	\$'000
		Non-cash changes			Cash flows		
Economic Entity 2022	Opening balance	Transfers to/(from) other Queensland Government entities	New leases acquired	Other	Cash received	Cash repayments	Closing balance
Lease liabilities	4,346	-	3,335	81	-	(1,845)	5,917
Borrowings	10,993	-	-	50	887	(6,114)	5,816
Parent Entity 2022							-
Borrowings	10,993	-	-	50	887	(6,114)	5,816
Economic Entity 2021							
Lease liabilities	6,121	-	-	(9)	-	(1,767)	4,346
Borrowings	13,631	-	-	145	909	(3,691)	10,993
Parent Entity 2021							
Borrowings	13,631	-	-	145	909	(3,691)	10,993

Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services
for the year ended 30 June 2022

	Policy Advice, Coordination and Cabinet Support		Engagement and Events Support		Governance Support and Advisory Services		Legislative Drafting and e-Publishing		Brisbane 2032 Taskforce		Inter-departmental Services eliminations		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income														
Appropriation revenue	34,814	29,203	23,169	20,731	18,447	32,306	12,214	11,899	2,098	-	766	766	91,508	94,905
User charges and fees	173	326	565	645	1,571	1,831	124	58	2	-	899	924	3,334	3,784
Grants and other contributions	2,927	-	525	60	-	207	-	-	150	-	-	-	3,602	267
Other revenue	4,116	5,219	810	670	153	1,707	185	201	1,288	-	-	-	6,552	7,797
Total income	42,030	34,748	25,069	22,106	20,171	36,051	12,523	12,158	3,538	-	1,665	1,690	104,996	106,753
Expenses														
Employee expenses	26,549	26,262	12,042	12,424	7,763	10,317	9,119	8,491	2,218	-	766	766	58,457	58,260
Supplies and services	13,852	7,904	6,751	6,274	5,921	15,320	3,174	3,347	567	-	899	924	31,164	33,769
Grants and subsidies	1,451	134	3,165	378	6,378	10,251	5	13	753	-	-	-	11,752	10,776
Depreciation and amortisation	73	96	28	33	13	16	203	225	-	-	-	-	317	370
Finance/borrowing costs	50	145	-	-	-	-	-	-	-	-	-	-	50	145
Other expenses	55	207	3,083	2,997	96	147	22	82	-	-	-	-	3,256	3,433
Total expenses	42,030	34,748	25,069	22,106	20,171	36,051	12,523	12,158	3,538	-	1,665	1,690	104,996	106,753
Operating result for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The departmental services reflect the department's management structure as at 30 June 2022 and reflects the transition of some of its functions between service areas effective from 1 November 2021.

Department of the Premier and Cabinet
Statement of Assets and Liabilities by Major Departmental Services
as at 30 June 2022

	Policy Advice, Coordination and Cabinet Support		Engagement and Events Support		Governance Support and Advisory Services		Legislative Drafting and e-Publishing		Brisbane 2032 Taskforce		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets												
Cash and cash equivalents	3,990	380	1,360	1,117	8,277	10,094	1,844	1,900	1,845	-	17,316	13,491
Receivables and loans receivable	947	7,216	411	395	842	746	238	167	81	-	2,519	8,524
Other current assets	407	764	2	155	1,027	442	204	172	-	-	1,640	1,533
Total current assets	5,344	8,360	1,773	1,667	10,146	11,282	2,286	2,239	1,926	-	21,475	23,548
Non-current assets												
Loans receivable	5,816	4,909	-	-	-	-	-	-	-	-	5,816	4,909
Intangible assets	185	220	60	61	52	105	1,698	1,864	8	-	2,003	2,250
Plant and equipment	-	-	23	14	35	-	-	28	-	-	58	42
Total non-current assets	6,001	5,129	83	75	87	105	1,698	1,892	8	-	7,877	7,201
Total assets	11,345	13,489	1,856	1,742	10,233	11,387	3,984	4,131	1,934	-	29,352	30,749
Current liabilities												
Payables	4,061	763	1,442	1,226	9,242	10,470	207	234	1,698	-	16,650	12,693
Borrowings	-	6,084	-	-	-	-	-	-	-	-	-	6,084
Accrued employee benefits	805	578	331	302	440	720	225	202	19	-	1,820	1,801
Other current liabilities	415	612	-	-	-	-	-	-	-	-	415	612
Total current liabilities	5,281	8,037	1,773	1,528	9,682	11,190	432	436	1,717	-	18,885	21,190
Non-current liabilities												
Borrowings	5,816	4,909	-	-	-	-	-	-	-	-	5,816	4,909
Other non-current liabilities	131	130	-	-	-	-	-	-	-	-	131	130
Total non-current liabilities	5,947	5,039	-	-	-	-	-	-	-	-	5,947	5,039
Total liabilities	11,228	13,076	1,773	1,528	9,682	11,190	432	436	1,717	-	24,832	26,229

The departmental services reflect the department's management structure as at 30 June 2022 and reflects the transition of some of its functions between service areas effective from 1 November 2021.

Section A: Notes about the Department and this Financial Report

A1: Basis of Financial Statement Preparation

A1-1: General Information

The Department of the Premier and Cabinet (DPC) is a Queensland Government Department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The head office and principal place of business of the department is 1 William Street, Brisbane QLD 4000. These financial statements cover the Department of the Premier and Cabinet and its controlled entity.

A1-2: Compliance with the Prescribed Requirements

The Department of the Premier and Cabinet has prepared these financial statements:

- in compliance with section 38 of the *Financial and Performance Management Standard 2019*
- in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities requirements
- in accordance with the minimum reporting requirements mentioned in the Financial Reporting Requirements for Queensland Government entities for reporting periods beginning on or after 1 July 2021
- on an accrual basis (except for the statement of cash flows which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

A1-3: Presentation

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000, or where that amount is less than \$500 to zero, unless disclosure of the full amount is specifically required.

Comparative information reflects the audited 2020-21 financial statements.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as 'non-current'.

A1-4: Authorisation of Financial Statements for issue

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing the Management Certificate.

A1-5: The Reporting Entity

The consolidated financial statements include all income, expenses, assets, liabilities and equity of the 'economic entity' comprising the department controlled balances and the balances of the entity it controls. All transactions and balances internal to the economic entity have been eliminated in full.

The Parent Entity financial statements (Department of the Premier and Cabinet) include all income, expenses, assets, liabilities and equity of the department only.

A1-6: Accounting Estimates and Judgement

Reference should be made to the respective notes for more information on critical judgements, estimates and assumptions about the estimated uncertainty and the potential this could have to materially impact on the carrying amount of the department's assets and liabilities in the next reporting period. These are as follows:

- Note C4: Intangible assets. Amortisation expense and impairment
- Note C5: Plant and equipment. Depreciation expense and impairment
- Note C6: Right-of-use assets
- Note C9: Accrued employee benefits
- Note C10: Lease liabilities
- Note D3: Financial risk disclosures/impairment of loans

The value of goods and services received free or below fair value have been reflected in the department's financial results if the value of the goods and services can be reliably determined and the goods and services would have been purchased if not donated.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

A1-7: Basis of Measurement

Historical cost is used as the measurement basis in these financial statements, unless otherwise stated.

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

A2: Objectives and Principal Activities of the Department

DPC is responsive, effective and accountable in serving the Premier and Cabinet and the people of Queensland. The department's vision is 'a thriving, inclusive Queensland envied for our lifestyle'.

To achieve this vision, the department's strategic objectives are:

- Policy leadership: lead agile, collaborative and effective policy outcomes for Queenslanders.
- Strong, accountable government: ensure a strong and accountable system of government.
- Communication and engagement leadership: lead collaborative communication and engagement to achieve effective outcomes for Queenslanders.
- Brisbane 2032 Taskforce: lead Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) portfolio planning and integration activities.
- A high-performing workforce: enables a workforce that embodies the DPC principles to deliver on what is important for Queenslanders.

Through our strategic objectives, DPC contributes to the Government's objectives for the community which are: Safeguarding our health; Supporting jobs; Backing small business; Making it for Queensland; Building Queensland; Growing our regions; Investing in skills; Backing our frontline services; and Protecting the environment.

The major services delivered by the department are as follows:

- **Policy Advice and Coordination, and Cabinet Support** – leads the public sector to achieve strong policy outcomes, including in intergovernmental forums, and provide advice and support, across government and directly to the Premier and Cabinet.
- **Governance Support and Advisory Services** – ensures strong accountable government through providing high level constitutional, legal and public administration and protocol support across government, and to the Premier.
- **Engagement and Events Support** – leads collaborative communication and engagement outcomes across government and with the community, businesses, and stakeholders across the State. The service area also provides a central point of contact for veterans' matters.
- **Brisbane 2032 Taskforce** – leads Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) whole-of-government portfolio planning and integration activities.
- **Legislative Drafting and e-Publishing (LDeP)** – drafts and provides access to Queensland Legislation of the highest standard.

Administered items

Administered activities are those undertaken by departments on behalf of the government.

DPC administers funds on behalf of the State which includes Ministerial Offices and the Office of the Leader of the Opposition.

The key clients are Ministers, Assistant Ministers, the Leader of the Opposition and their respective staff. The services provided are:

- support for Ministers to assist in undertaking their responsibilities as Ministers of the State
- management of advisory, secretarial and administrative staff and associated resources for all Ministerial offices
- maintenance of procedures to ensure the financial accountability of these offices is in accordance with the Queensland Ministerial Handbook
- corporate support for the Office of the Leader of the Opposition.

The accounting, purchasing, information technology, telecommunications, asset management and personnel requirements for these administered areas are supplied by Ministerial Services within the Governance Support and Advisory Services area of the department.

DPC also administers funding for Trade and Investment Queensland (up to 31 October 2021) and Screen Queensland Pty Ltd (SQ).

Financial statements and variance explanations in relation to administered items appear in the notes to Departmental Financial Statements (refer to section F: Notes about Administered Activities).

Further information can be obtained by referring to the Public Reports of office expenses tabled twice-yearly in Parliament.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

A3: Machinery-of-Government Changes

Transfers out – Administered Activities

Details of transfer: Trade and Investment Queensland (TIQ) transferred to Queensland Treasury
Basis of transfer: Public Service Department Arrangements Notice (No. 2) 2021 dated 7 October 2021
Date of transfer: Effective from 1 November 2021

There were no material assets or liabilities transferred as a result of this change.

A4: Controlled Entities

Screen Queensland Pty Ltd (SQ) is a controlled entity of the department and forms part of the economic entity. SQ is incorporated in the State of Queensland and is limited by shares held beneficially by the State of Queensland. Its principal activities during the course of the year were the facilitation of the development, promotion and enhancement of the film production industry, and film culture and presentation of film and film-related events in Queensland. The share capital of SQ consists of one fully paid share to the value of \$10 and is held by the department on behalf of the State of Queensland.

The auditor for the department and SQ is the Auditor-General of Queensland.

SQ is a reporting entity in its own right and the audited financial statements are included in their annual report. A summary of the audited financial information is as follows.

	2022	2021
	\$'000	\$'000
Total income	39,109	52,743
Total expenses	21,268	21,034
Total comprehensive income	17,841	31,709
Total assets	92,778	78,652
Total liabilities	12,212	15,927
Net assets	80,566	62,725

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

Section B: Notes about our Financial Performance

B1: Revenue

B1-1: Appropriation Revenue

Reconciliation of payments from Consolidated Fund to appropriated revenue recognised in operating result.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Original budgeted appropriation revenue	99,816	87,757	99,816	87,757
Transfer from/(to) other headings	538	-	538	-
Lapsed departmental services appropriation	-	(9,422)	-	(9,422)
Total appropriation received (cash)	100,354	78,335	100,354	78,335
Less: Opening balance of appropriation revenue receivable	-	-	-	-
Plus: Effect of adoption of new accounting standards	-	-	-	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	3,048	19,618	3,048	19,618
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(11,894)	(3,048)	(11,894)	(3,048)
Appropriation revenue recognised in the statement of comprehensive income	91,508	94,905	91,508	94,905

Appropriations provided under the *Appropriation Act 2021* are recognised as revenue when received. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund at year end (a deferred appropriation repayable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with Consolidated Fund for the reporting period.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' item appropriations (refer to section F: Notes about our Administered Activities).

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
B1-2: User Charges and Fees				
Corporate services partnership agreements	2,777	3,273	2,777	3,273
Sales of goods/services	479	511	479	511
Other	451	878	78	-
Total	3,707	4,662	3,334	3,784

User charges and fees controlled by the department are recognised as revenue when the department and SQ transfers control over a good or service to the customer and as each performance obligation is satisfied. This usually occurs upon the delivery of the goods or completion of the requested services to the customer at which time the invoice is raised.

Accrued user charges are recognised if the revenue has been earned but not yet invoiced.

User charges includes transactions of \$0.711M (2020-21: \$0.852M) with related parties represented by other Queensland Government entities, none of which are considered individually material and primarily represent the recovery of corporate costs provided by the department.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

B1-3: Grants and Other Contributions

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Commonwealth contributions	2,827	150	2,827	150
Contributions from Queensland Government Departments	37,845	48,699	775	117
Total	40,672	48,849	3,602	267

Contributions revenue arise from non-exchange transactions where the department does not directly give approximately equal value to the grantor.

The department has not received any grants and contributions to be recognised under AASB 15 *Revenue from contracts with customers*. Revenue is recognised upon receipt of the grant funding under AASB 1058 *Income of Not-for-Profit Entities*.

The department has not received any special purpose capital grants.

Contributions from Queensland Government departments are related party transactions.

B1-4: Other Revenue

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Graduate program ⁽¹⁾	3,340	4,555	3,340	4,555
Interest receipts	393	418	50	145
Sponsorships	337	327	437	402
Goods/Services received below fair value ⁽²⁾	2,343	2,296	2,343	2,296
Other	1,654	2,266	382	399
Total	8,067	9,862	6,552	7,797

⁽¹⁾ The department receives payment for the whole-of-government policy graduates' program for graduates recruited under a two year program. Revenue from the program is recognised when control has been transferred (when graduates are made available to participating agencies) and as each performance obligation is satisfied.

⁽²⁾ The department recognises goods/services received below fair value only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue with a corresponding expense.

The Brisbane 2032 Taskforce is leading Brisbane 2032 Olympic and Paralympic Games related activities across the Queensland Government. The department received in-kind contributions of \$1.244M (2020-21: \$0.695M) towards the Brisbane 2032 Taskforce from other Queensland Government Agencies. Refer to note B2-1.

The department also received in-kind contributions from other Queensland Government Agencies of \$0.314M (2020-21: \$0.288M) towards the Public Sector Reform Office. The Public Sector Reform Office was established to implement public sector reforms, including overseeing the Government's response to the Bridgman Review.

In-kind contributions received toward the Brisbane 2032 Taskforce and Public Sector Reform Office predominantly relates to the operations, salaries and wages met by other government agencies.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

B2: Expenses

B2-1: Employee Expenses

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Employee benefits				
Wages and salaries	46,995	47,318	43,844	44,680
Employer superannuation contributions	6,090	6,008	5,786	5,766
Annual leave levy	4,812	4,414	4,818	4,424
Long service leave levy	1,095	1,084	1,095	1,084
Termination benefits	127	95	127	95
Other employee benefits	899	569	788	550
Employee related expenses				
Workers' compensation premium	51	46	42	37
Other employee related expenses	583	219	399	115
Goods and services received below fair value ⁽¹⁾	1,558	1,509	1,558	1,509
Total	62,210	61,262	58,457	58,260
Number of employees				
Paid Full time equivalent (FTE) employees	470	430	442	405
Employees' services received below fair value ⁽¹⁾	10	12	10	12
Total employees	480	442	452	417

⁽¹⁾ This relates to officers working in the department from other Queensland Government agencies who continue to be paid by their home agency payroll system (refer to note B1-4).

Wages and salaries are recognised based on the period where service has been received. The payments due but unpaid at reporting date are recognised at current salary rates. The department expects such liabilities to be settled within 12 months of reporting date.

Sick leave taken each reporting period is generally less than the entitlement accrued. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements has been recognised. As sick leave is non-vesting, an expense is recognised as it is taken.

The department's post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Under the Queensland Government's Annual Leave Central Scheme (ALCS) and Long Service Leave Central Scheme (LSLCS), the levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed quarterly in arrears. These schemes are administered by Queensland Treasury which is a related party.

The department's controlled entity, SQ, does not participate in the centralised leave schemes. For SQ employees annual leave and long service leave are recognised in accordance with AASB 119 *Employee Benefits* with the liability split between current and non-current components.

The department pays premiums to WorkCover Queensland (which is a related party) in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

The department undertakes a whole of government policy futures graduate program which employed 49 graduates as at 30 June 2022 (2020-21: 46). The graduate FTE numbers are included in the department totals stated. Key management personnel and remuneration disclosures are detailed in note G1.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

B2-2: Supplies and Services	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Building services ⁽¹⁾	10,339	9,961	10,306	9,962
Professional services	1,540	2,326	1,365	2,222
Consultants and contractors	3,973	2,104	3,973	2,104
Advertising and communications	8,068	12,071	7,940	11,962
Information technology bureau services	4,145	4,242	3,920	4,044
Outsourced corporate support	1,442	1,433	1,442	1,433
Hospitality and official functions	363	261	346	249
Travel	332	293	256	271
Venue hire	233	158	233	158
Telephone and communications support	309	272	275	242
Lease expenses	405	369	-	-
Other	2,071	1,665	1,108	1,122
Total	33,220	35,155	31,164	33,769

For a transaction to be classified as supplies and services, the value of the goods and services received by the department must be approximately equal to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transactions are classified as grants and subsidies in note B2-3.

Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments.

⁽¹⁾ Payments for non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework and residential accommodation properties under the Government Employee Housing (GEH) program arise from non-lease arrangements with the Department of Energy and Public Works, which has substantive substitution rights over the assets used within these schemes. Payments are expensed as incurred and categorised within building services.

Supplies and services for the economic entity include transactions of \$13.625M (2020-21: \$14.518M) with related parties represented by other Queensland Government entities. Included in this amount is \$9.821M (2020-21: \$9.881M) for property rent at market rate charged by the Department of Energy and Public Works for the year ended 30 June 2022.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

B2-3: Grants and Subsidies	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Recurrent				
Grants to private sector entities	11,490	14,128	247	270
Grants to government entities and not-for-profit entities	4,090	1,482	4,090	1,482
Total recurrent	15,580	15,610	4,337	1,752
Capital				
Grants to not-for-profit and other entities	423	-	423	-
Total capital	423	-	423	-
Subsidies				
Contributions	3,746	5,310	3,746	6,309
Donations and gifts made	3,246	2,715	3,246	2,715
Total subsidies	6,992	8,025	6,992	9,024
Total	22,995	23,635	11,752	10,776

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions, and which does not directly give approximately equal value in return to the department. A subsidy is a payment or contribution made to an organisation or person which is in essence, a form of financial assistance to reduce all or part of the costs of a recipient in meeting its own objectives.

Grants and subsidies are recognised when the obligation for a transfer of resources arises according to the terms of the funding agreement. Grants and subsidies for the economic entity include transactions of \$5.392M (2020-21: \$5.976M) with related parties represented by other Queensland Government entities.

B2-4: Depreciation and Amortisation	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Depreciation and amortisation	1,932	1,310	317	370
Depreciation - Right-of-use asset	2,302	1,519	-	-
Total	4,234	2,829	317	370

B2-5: Other Expenses	Economic Entity		Parent Entity	
Sponsorships	3,127	2,958	3,127	2,958
External audit fees ⁽¹⁾	143	127	103	92
Insurance premiums - QGIF ⁽²⁾	43	38	26	23
Other	10	367	-	360
Total	3,323	3,490	3,256	3,433

⁽¹⁾ Total audit fee quoted by the Queensland Audit Office (QAO) relating to the 2021-22 financial statements was \$231,500 (2020-21: \$219,000). This fee includes an internal allocation of \$92,000 (2020-21: \$92,000) for audit services to the Ministerial Services and \$7,500 for ANZAC Day Trust. There are no non-audit services included in the amount.

⁽²⁾ The Queensland Government Insurance Fund (QGIF) is an internal Queensland Treasury managed fund to oversee the State Government's self-insurance scheme. Queensland Treasury is a related party.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

Section C: Notes about our Financial Position

C1: Cash and Cash Equivalents

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Imprest accounts	1	1	1	1
Cash at bank and on hand	82,330	51,619	17,315	13,490
Total	82,331	51,620	17,316	13,491

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June 2022 as well as deposits at call with financial institutions.

The majority of cash funds of SQ are held with Queensland Treasury Corporation (QTC).

C2: Receivables and Loans Receivable

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Current				
Trade debtors	15,149	20,929	762	903
GST input tax credits receivable	508	1,283	404	445
GST payable	(3)	(42)	-	-
Net GST receivable	505	1,241	404	445
Loans receivable	-	6,052	-	6,084
Annual leave reimbursements	988	921	988	921
Long service leave reimbursements	358	147	358	147
Other receivables	45	35	7	24
Total current receivables and loans receivable	17,045	29,325	2,519	8,524
Non-current				
Loans receivable	5,787	4,900	5,816	4,909
Total non-current receivables and loans receivable	5,787	4,900	5,816	4,909

All current receivables and loans receivable plus any transaction costs relating to loans receivable are recognised at cost.

Settlement of trade debtors is generally required within 30 days from the invoice date for the department and 14 days from the invoice date for SQ. Refer to note D3 for further disclosure on financial risks of the department.

Loan receivables are represented solely by the Revolving Film Finance Fund (RFFF). The RFFF provides secured loans to cash flow film and television productions and for infrastructure projects that will benefit the film and television industry. The loans are administered by SQ on behalf of the Government. All funds are drawn from QTC which is a related party. Applicants apply for the loan through SQ and once approved, the department recognises a loan receivable from SQ and payable to QTC with interest (determined by applying the simple interest method of calculating interest charge) passed onto SQ, (refer to note C8). This means that all costs incurred by the department in managing the RFFF are passed onto SQ.

The loans between SQ and the production companies have fixed periods and are subject to an interest rate of 50% of the 90 day Bank Bill Swap Rate.

Annual Leave and Long Service Leave reimbursements represent the amounts recoverable from the whole-of-government ALCS and LSLCS that are claimed quarterly in arrears (refer to note B2-1).

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

C3: Other Current Assets

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Prepayments and other	937	1,059	842	998
Contract assets	798	535	798	535
Total	1,735	1,594	1,640	1,533

Contract assets arise from contracts with customers and are transferred to receivables when the department and SQ's right to payment becomes unconditional. This usually occurs when the invoice is issued to the customer.

C4: Intangibles and Amortisation Expense

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Software internally generated				
At cost	5,668	5,655	5,668	5,655
Less: Accumulated amortisation	(3,759)	(3,482)	(3,759)	(3,482)
Carrying amount at 30 June	1,909	2,173	1,909	2,173
Software work in progress				
At cost	94	77	94	77
Carrying amount at 30 June	94	77	94	77
Total	2,003	2,250	2,003	2,250

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

C5-2: Recognition and Measurement

Items of plant and equipment with a historical cost or other value equal to or exceeding the \$5,000 threshold in the year of acquisition are reported as plant and equipment.

Items with lesser value are expensed in the year of acquisition.

Plant and equipment is measured at historical cost in accordance with Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. The carrying amounts for such plant and equipment is not materially different from their fair value as the department does not hold significant levels of plant and equipment.

C5-3: Depreciation Expense and Impairment

Depreciation expense

Plant and equipment is depreciated on a straight-line basis so as to allocate the net cost of each asset, less any estimated residual value, progressively over its estimated useful life to the department.

Key judgement: Straight-line depreciation is used reflecting the progressive, even consumption of future economic benefits over their useful life to the department and economic entity.

For depreciable assets, residual value is determined to be zero reflecting the estimated amount to be received on disposal at the end of their useful life.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

Key estimate: Plant and equipment is depreciated on a straight-line basis between 10-47% (2020-21: 10-47%). The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

Impairment

Plant and equipment is assessed annually for impairment using a combination of external and internal impairment indicators.

An impairment loss is recognised immediately in the Statement of Comprehensive Income. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available. The department and SQ assets are not carried at revalued amounts.

Key judgement: Impairment assessment is performed and if an indicator of possible impairment exists, management determine the asset's recoverable amount.

No items of plant and equipment were impaired at 30 June 2022.

C6: Right-of-use Assets

	Economic Entity	
	2022	2021
Right-of-use assets	\$'000	\$'000
Opening balance at 1 July	4,409	5,989
Additions	3,335	-
Disposals/ derecognition	-	(61)
Depreciation charge	(2,302)	(1,519)
Closing balance at 30 June	5,442	4,409

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability
- lease payments made at or before the commencement date, less any lease incentives received
- initial direct costs incurred, and
- the initial estimate of restoration costs.

Right-of-use assets are subsequently depreciated over the lease term and are subject to impairment testing on an annual basis.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

C6: Right-of-use Assets (cont'd)

The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indices/rates or a change in lease term.

The department has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses on a straight-line basis over the lease term. An asset is considered low value where it is expected to cost less than \$10,000 when new.

Refer to note C10 for disclosure on lease liabilities.

C7: Payables

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Current				
Deferred appropriation payable to Consolidated Fund	11,894	3,048	11,894	3,048
Trade creditors and accruals	3,679	8,146	3,507	9,063
Grants and subsidies payable	1,033	354	1,033	354
Other	287	486	216	228
Total	16,893	12,034	16,650	12,693

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the purchase contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are recognised as a current liability. The amounts are normally paid within 30 days of recognition of the liability.

C8: Borrowings

QTC borrowings disclosed in the statements are on behalf of SQ for the RFFF facility (refer to note C2). The department has an approved facility of \$30M as at 30 June 2022.

QTC is a related party. These borrowings are established initially at a fixed interest rate. The interest rates on borrowings ranged from 0.79% to 2.19% as at 30 June 2022. There have been no defaults or breaches of the loan agreements during the period.

Payment dates of the two loans outstanding as at 30 June 2022 is sixteen months. The maturity profile is disclosed in note D3. Loans are initially established as fixed rate loans. Where an extension of the original term is requested, the department has an option to refinance the loan as a variable rate loan. This option was adopted in 2020-21.

All QTC loans plus any borrowing costs are recognised at cost. The borrowing costs are added to the carrying amount of the loans to the extent they are not settled in the period in which they arise.

Borrowings are split between current and non-current liabilities using the principles set out under the basis of financial statement preparation section of this financial report.

The fair value of interest-bearing liabilities is set out in note D3-4.

Disclosures about Sensitivity to Interest Rate Movements

The following interest rate sensitivity analysis depicts the outcome on net income if interest rates would change by +/-1% from the year end rates as applied to the department's variable rate borrowings from QTC for 2021-22.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022

C8: Borrowings (cont'd)

Financial Year	Financial Liability	Carrying amount \$'000	Interest Rate Risk			
			-1%		+1%	
			Operating Result \$'000	Equity \$'000	Operating Result \$'000	Equity \$'000
2022	QTC Borrowings	4,925	(49)	(49)	49	49
	Potential impact on		(49)	(49)	49	49
2021	QTC Borrowings	6,797	(68)	(68)	68	68
	Potential impact on		(68)	(68)	68	68

The impact of these interest rate movements is mitigated through loan receivable agreements made between the department and SQ.

C9: Accrued Employee Benefits

	Economic Entity		Parent Entity	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Current				
Long service leave levy payable	379	269	379	269
Annual leave levy payable	1,356	1,127	1,356	1,127
Accrued long service leave	76	55		
Accrued annual leave	158	155		
Accrued salaries and wages	85	405	85	405
Total current	2,054	2,011	1,820	1,801
Non-current				
Accrued long service leave	-	30	-	-
Total non-current	-	30	-	-

The Parent Entity's financial statements do not contain a provision for annual leave or long service leave as the liability is held on a whole of government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The economic entity includes SQ which does not participate in whole of government central leave schemes. As such, the economic entity reflects provisions for leave associated with SQ.

Accrued salary and wages represent due but unpaid wages and salaries. They are recognised at current salary rates as it is expected these liabilities will be settled within 12 months of year end.

C10: Lease Liabilities - Leases as Lessee

Office accommodation	Economic Entity	
	2022 \$'000	2021 \$'000
Lease liabilities		
Current	2,511	1,734
Non-current	3,406	2,612
Total	5,917	4,346

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

C10: Lease Liabilities – Leases as Lessee (Cont'd)

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that the controlled entity is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments, less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the department under residual value guarantees
- the exercise price of a purchase option that the department is reasonably certain to exercise
- payments for termination penalties, if the lease term reflects the early termination.

When measuring the lease liability, SQ uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of SQ leases. To determine the incremental borrowing rate, SQ uses loan rates provided by QTC that correspond to the commencement date and term of the lease.

Subsequent to initial recognition, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

Disclosures – Leases as lessee

(i) Details of leasing arrangements as lessee

SQ enters into lease arrangements for the following office accommodations:

Leasing Arrangements	Details of Leasing Arrangements as Lessee
Level 2, 130 Commercial Road, Teneriffe	6 year lease, commencing 1 February 2020 to 31 January 2026. There are 2 x 3 year options in the agreement. Monthly lease payments are fixed with a 3.5 percent annual rent review.
Screen Queensland Studios, 45 Gosport Street, Hemmant	5 year lease commencing 11 July 2018 to 10 July 2023. There are 2 x 3 year options in the agreement. Monthly lease payments are fixed with a 3 percent annual rent review.
98-1,4 Fearnley Street, Cairns, Queensland	5 year lease commencing 11 November 2021 to 14 November 2026. There are 2 x 3 year options in the agreement. Monthly lease payments are fixed with a 2 percent annual rent review.

(ii) Office accommodation and motor vehicles

The Department of Energy and Public Works (DEPW) provides the department with access to office accommodation and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because DEPW has substantive substitution rights over the assets. The related service expenses are included in note B2-2.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
<i>(iii) Interest recognised in profit or loss</i>	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	81	53		-
<i>(iv) Total cash outflow for leases</i>	1845	1,766		-

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

Section D: Notes about our Risk and Other Accounting Uncertainties

D1: Financial Contingencies

Effective 1 July 2001, the Department of the Premier and Cabinet joined the Queensland Government Insurance Fund (QGIF). Under the QGIF, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. This includes any cases that existed as at 1 July 2001 and cases that have arisen since that date.

There are no litigation matters that may result in a future contingent liability for the department.

D2: Financial Commitments

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
D2-1: Capital expenditure commitments				
Not later than one year	145	-	145	-
Total capital expenditure commitments	145	-	145	-
D2-2: Future Screen commitments ⁽¹⁾				
Not later than one year	17,406	4,764	-	-
Later than one year and not later than five years	33,930	16,660	-	-
Total Future Screen commitments	51,336	21,424	-	-

⁽¹⁾ SQ enters into contracts with practitioners from the screen industry for the provision of grant funding. A commitment has been recognised when a contract has been entered into by the entity. Amounts are transferred from a commitment to a liability when the terms, conditions and deliverables as per the contract have been fulfilled by the industry practitioner.

D3: Financial Risk Disclosures

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position. The department has the following categories of financial assets and financial liabilities:

D3-1: Financial Instrument Categories

	Note	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	C1	82,331	51,620	17,316	13,491
Receivables and loans receivable at amortised cost	C2	22,832	34,225	8,335	13,433
Total		105,163	85,845	25,651	26,924
Financial liabilities at amortised cost					
Payables	C7	16,893	12,034	16,650	12,693
Financial liabilities	C8	5,816	10,993	5,816	10,993
Lease liabilities	C10	5,917	4,346	-	-
Total		28,626	27,373	22,466	23,686

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

D3-2: Financial Risk Management

Financial risk management is implemented pursuant to government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

The department measures risk exposure using a variety of methods as follows:

Risk Exposure	Measurement Method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate sensitivity analysis

Credit risk

Credit risk is the risk that the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The department has credit risk exposure through the RFFF loan facility. If a default on a film assistance loan occurs there is potential for the loan to become non-recoverable to SQ and ultimately to the department.

This credit risk is mitigated through the use of a credit management strategy. The strategy involves the SQ board approving all new loan arrangements after a comprehensive application process and an ongoing monitoring process. All loan arrangements are initially on a secured, fixed term, interest bearing basis (refer to note C8).

The security is a fixed and floating charge over the assets of the borrower held by SQ.

SQ has individually assessed each loan for impairment. No loans were impaired for 2020-21 and 2021-22.

There is minimal credit risk exposure for all other financial assets. The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of provisions for impairment.

Liquidity risk

Liquidity risk is the risk that the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or other financial assets.

The department is exposed to liquidity risk of its payables and borrowings from QTC. The borrowings are based on the Queensland Government's gazetted floating rate.

The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due.

This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the employee and supplier liabilities.

The following tables set out the liquidity risk of financial liabilities held by the department and SQ. They represent the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the statement of financial position based on discounted cash flows.

Economic Entity	2022				2021	Contractual Maturity			
	Total	< 1 Year	1-5 Years	> 5 Years		Total	< 1 Year	1-5 Years	> 5 Years
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000
Payables	3,679	3,679	-	-	8,146	8,146	-	-	
QTC borrowings	5,973	-	5,973	-	11,055	6,108	4,948	-	
Lease liabilities	6,213	2,632	3,581	-	4,593	1,815	2,778	-	
Total	15,865	6,311	9,554	-	23,794	16,069	7,726	-	

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

D3-2: Financial Risk Management (cont'd)

The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices.

The department is exposed to interest rate risk through its borrowings from QTC (refer to note C8). Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

D3-3: Financial Assets

The collectability of receivables is assessed periodically with an allowance for impairment being made where receivables are impaired. No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts. Settlement of trade debtors is generally required within 30 days from the invoice date and any debts not paid within this settlement period are treated as overdue debts.

The department has not adopted the simplified approach under AASB 9 *Financial Instruments* and measures lifetime expected credit losses on all trade receivables and contract assets using a provision matrix approach as a practical expedient to measure the impairment provision.

The department has assessed each debtor individually for impairment. No debtors were impaired for 2021-22 (2020-21: nil).

D3-4: Fair Value Disclosures

	Economic Entity				Parent Entity			
	2022		2021		2022		2021	
	Carrying Amount \$'000	Fair Value \$'000						
Financial assets								
Loans receivable	5,787	5,787	10,952	10,952	5,816	5,805	10,993	11,010
Total	5,787	5,787	10,952	10,952	5,816	5,805	10,993	11,010
Financial liabilities								
QTC borrowings	5,816	5,805	10,993	11,010	5,816	5,805	10,993	11,010
Total	5,816	5,805	10,993	11,010	5,816	5,805	10,993	11,010

The fair value of borrowings is notified by QTC and is calculated using discounted cash flow analysis and the effective interest rate.

Loan receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

Refer to note C2 with respect to existing loan arrangements between the department and SQ.

D4: Events Occurring after Balance Date

There are no matters of significance to the financial statements which occurred after 30 June 2022.

Section E: Notes about our Performance Compared to Budget and Significant Financial Impacts from COVID-19

E1: Financial Impact of COVID-19

There were no significant impacts of COVID-19 on the department and SQ for the year. Therefore, no adjustments were required for the financial statements.

The COVID-19 Response and Recovery Taskforce continued to support the response and recovery to COVID-19 for Queensland during 2021-22. The taskforce received a contribution of \$100,000 (2020-21: \$0.056M) from Queensland Health and \$6.337M (2020-21: \$10.894M) approved by the Cabinet Budget Review Committee for communication and engagement activities. The taskforce did not receive any in-kind contributions from other agencies in 2021-22 (2020-21: \$0.562M).

E2: Explanation of Major Variances

This section contains explanations of major variances between the department's actual 2021-22 financial results and the original budget presented to Parliament.

E2-1: Budget to Actual Comparison – Statement of Comprehensive Income

		Budget	Actual	Variance
	Variance	2022	2022	2022
	Notes	\$'000	\$'000	\$'000
Income from continuing operations				
Appropriation revenue	1	99,816	91,508	(8,308)
User charges and fees		3,479	3,334	(145)
Grants and other contributions	2	1,242	3,602	2,360
Other revenue	3	4,627	6,552	1,925
Total income from continuing operations		109,164	104,996	(4,168)
Expenses from continuing operations				
Employee expenses	4	61,803	58,457	(3,346)
Supplies and services	5	26,003	31,164	5,161
Grants and subsidies	6	18,828	11,752	(7,076)
Depreciation and amortisation		409	317	(92)
Finance/Borrowing costs		55	50	(5)
Other expenses	7	2,066	3,256	1,190
Total expenses from continuing operations		109,164	104,996	(4,168)
Total comprehensive income		-	-	-

Variance notes:

- The decrease in appropriation revenue is primarily due to:
 - deferral of funding to 2022-23 and across the forward estimates to realign anticipated project milestones for limited life programs and departmental initiatives (\$17.710M);
 - return of funding to consolidated fund (\$0.509M); and
 - contribution to support the administration of the National Redress Scheme (\$0.150M).

This was offset by additional funding received for:

- expenditure for the COVID-19 Response and Recovery Taskforce (\$6.337M);
- employee cost increases including the impact of enterprise bargaining arrangements (\$1.344M);
- Tradies in Paradise initiative (\$1.280M);

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

E2-1: Budget to Actual Comparison – Statement of Comprehensive Income (cont'd)

- the establishment of the Commission of Inquiry to examine Queensland Police Service responses relating to domestic and family violence (\$0.786M);
- Commission of Inquiry into Forensic and Scientific Services and Queensland Police Services forensic DNA collection, testing and analysis (\$0.207M); and
- Floods Class Action expense (\$0.156M).

2. The increase is primarily due to:

- grant received from the Federal Government to support the State Service Delivery to Norfolk Island (\$2.827M); and
- contributions received from other State Government Agencies to support the Brisbane 2032 Taskforce (\$0.150M) and the COVID-19 Response and Recovery Taskforce (\$0.100M).

This was offset by published budget category alignment for Goods and Services received in-kind to Grants and other Contributions, with actual revenue recognised as Other Revenue (\$0.709M).

3. The increase is primarily due to:

- staffing resources received in-kind from other State Government Agencies to work in the Brisbane 2032 Taskforce (\$1.244M) and Public Sector Reform Office (\$0.314M);
- published budget category alignment for Goods and Services received in-kind to Grants and other Contributions category, with actual revenue recognised as Other Revenue (\$0.709M);
- additional sponsorship and other revenue received for events held in 2021-22 (\$0.536M);
- proceeds from the disposal of ICT devices (\$0.159M);
- increased archive storage facilities received in-kind (\$0.076M); and
- reimbursements received from the International Olympic Committee for expenses incurred in travelling to the Tokyo Olympics for the announcement of the 2032 Olympic and Paralympic Games (\$0.039M).

This was offset by lower revenue received for the Policy Futures Graduate Program due to reduced 2020 and 2021 cohorts (\$1.164M).

4. The decrease in employee expenses is primarily due to:

- short term vacancies during 2021-22 (\$4.503M);
- reduced 2020 and 2021 cohort for the Policy Futures Graduate Programs (\$1.161M); and
- lower professional development and training costs (\$0.147M).

This was offset by:

- staffing resources received in-kind from other State Government Agencies to work in the Brisbane 2032 Taskforce (\$1.244M) and the Public Sector Reform Office (\$0.314M);
- establishment of the Norfolk Island Taskforce (\$0.440M), Commission of Inquiry to examine Queensland Police Service responses relating to domestic and family violence (\$0.122M) and Commission of Inquiry into DNA Testing Conducted by Queensland Health Forensic and Scientific Services (\$0.019M); and
- increased other employee expenses during 2021-22 for recruitment costs (\$0.190M) and severance payments (\$0.126M).

5. The increase in supplies and services is primarily due to:

- increased expenditure on advertising and communication (\$5.962M) largely in response to the COVID-19 pandemic, contractors and consulting expenses (\$1.018M); and
- the establishment of the Commission of Inquiry to examine Queensland Police Service responses relating to domestic and family violence (\$0.297M), Commission of Inquiry into DNA Testing Conducted by Queensland Health Forensic and Scientific Services (\$0.188M) and Norfolk Island Taskforce (\$0.183M).

This was offset by:

- deferral of Alcohol Fuelled Violence programs (\$0.500M); and
- decreases in travel related expenditure (\$0.607M), expenditure on Information Technology Bureau Services (\$0.520M), hospitality and venue hire expenses (\$0.410M) and other office related expenditure (\$0.450M).

6. The decrease is primarily due to:

- lower contributions to Department of Tourism, Innovation and Sport (DTIS) for expenditure relating to the Brisbane 2032 Candidature bid, due to Federal funding received (\$3.284M);
- internal transfers of funding from Director General's Reserve to support COVID-19 Response and Recovery Taskforce urgent communication campaigns (\$2.668M) and establishment of Brisbane 2032 Taskforce (\$1.200M); and
- deferral of funding for grant programs to align with milestone timelines including restoration works for the Anzac Square Undercroft Galleries (\$1.914M).

This was offset by contributions paid to other Queensland Government Agencies for the State Service Delivery to Norfolk Island (\$1.430M) and increased grants paid for Queensland Government Strategy for Veterans programs (\$0.601M) and Veterans Grants Program (\$0.090M) due to milestones met within 2021-22.

7. The variance is primarily due to timing of sponsorship commitments for the Events Sponsorship Fund (\$1.094M) and increase in sponsorship paid for events held in 2021-22 (\$0.103M).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022

E2-2: Budget to Actual Comparison – Statement of Financial Position

	Variance	Budget	Actual	Variance
	Notes	2022	2022	2022
		\$'000	\$'000	\$'000
Current assets				
Cash and cash equivalents	8	4,892	17,316	12,424
Receivables and loans receivable	9	4,468	2,519	(1,949)
Other current assets	10	866	1,640	774
Total current assets		10,226	21,475	11,249
Non-current assets				
Receivables and loans receivable	11	8,328	5,816	(2,512)
Intangible assets	12	2,577	2,003	(574)
Plant and equipment		231	58	(173)
Total non-current assets		11,136	7,877	(3,259)
Total assets		21,362	29,352	7,990
Current liabilities				
Payables	13	4,521	16,650	12,129
Borrowings	9	1,693	-	(1,693)
Accrued employee benefits		1,500	1,820	320
Other liabilities		800	415	(385)
Total current liabilities		8,514	18,885	10,371
Non-current liabilities				
Borrowings	11	8,328	5,816	(2,512)
Other liabilities		-	131	131
Total non-current liabilities		8,328	5,947	(2,381)
Total liabilities		16,842	24,832	7,990
Net assets		4,520	4,520	-

Variance notes:

8. Refer to Budget to Actual comparison in the Statement of Cash Flows E2-3.
9. The decrease is primarily due to:
- the repayment of Revolving Film Finance Fund loans as per loan terms (\$1.693M);
 - published budget category alignment for accrued revenue accounted for with Current Receivables, and actuals recognised as Other Current Assets as per AASB 15 *Revenue* Standard (\$0.798M); and
 - lower than budgeted trade debtors closing balance (\$0.240M).

This was offset by higher than budgeted ALCS and LSLCS receivables (\$0.816M).

10. Variance is due to published budget category alignment for accrued revenue accounted for with current receivables, and actuals recognised as Other Current Assets as per AASB 15 *Revenue* Standard.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

E2-2: Budget to Actual Comparison – Statement of Financial Position (cont'd)

11. The decrease is primarily due to lower than anticipated new Revolving Film Finance Fund loans (\$2.512M).
12. The decrease is primarily due to timing of completion of IT systems development projects (\$0.574M).
13. The increase is primarily due to the appropriation payable for funding deferrals to 2022-23 (\$11.894M).

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

E2-3: Budget to Actual Comparison – Statement of Cash Flows

	Variance	Budget	Actual	Variance
	Notes	2022	2022	2022
		\$'000	\$'000	\$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts		99,816	100,354	538
User charges and fees		3,475	3,588	113
Grants and other contributions	14	533	3,602	3,069
Interest receipts		55	50	(5)
GST input tax credits from ATO	15	3,000	3,092	92
GST collected from customers		170	408	238
Other	16	8,049	4,291	(3,758)
<i>Outflows:</i>				
Employee expenses	17	(61,631)	(57,019)	4,612
Supplies and services	18	(26,009)	(32,278)	(6,269)
Grants and subsidies	19	(18,828)	(14,835)	3,993
Finance/borrowing costs		(55)	(50)	5
GST paid to suppliers		(5,635)	(3,679)	1,956
GST remitted to ATO		(243)	(371)	(128)
Other	20	(2,059)	(3,244)	(1,185)
Net cash provided by operating activities		638	3,910	3,272
Cash flows from investing activities				
<i>Inflows:</i>				
Loans and advances redeemed		6,223	6,114	(109)
<i>Outflows:</i>				
Payments for plant and equipment	21	(251)	(55)	196
Payments for intangibles	22	(309)	(30)	279
Loans and advances made	23	(5,000)	(887)	4,113
Net cash used in investing activities		663	5,143	4,480
Cash flows from financing activities				
<i>Inflows:</i>				
Proceeds from borrowings		5,000	887	(4,113)
<i>Outflows:</i>				
Borrowing redemptions		(6,223)	(6,114)	109
Net cash provided by financing activities		(1,223)	(5,227)	(4,004)
Net increase/(decrease) in cash and cash equivalents		78	3,825	3,747
Cash and cash equivalents at beginning of financial year		13,491	13,491	-
Cash and cash equivalents at end of financial year		13,569	17,316	3,747

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

E2-3: Budget to Actual Comparison – Statement of Cash Flows (cont'd)

Variance notes:

14. The increase in grants and other contributions is primarily due to grant received from the Federal Government to support the State Service Delivery to Norfolk Island (\$2.827M), and contributions received from other State Government Agencies to the Brisbane 2032 Taskforce (\$0.150M) and to COVID-19 Response and Recovery Taskforce (\$0.100M).

15. An increase in GST input tax credit inflows is due to the timing of claiming GST input tax credits from payments in prior year accruals and the timing of GST paid to suppliers.

16. The decrease in other inflows is primarily due to lower than budgeted movement in trade debtors (\$3.343M) and less revenue received due to reduced 2020 and 2021 cohorts for the Policy Futures Graduate Program (\$1.164M).

This is offset by increases in sponsorship and other revenue received for events held in 2021-22 (\$0.536M), revenue received for disposal of ICT devices (\$0.159M) and reimbursement received from International Olympic Committee for expenses incurred in travelling to the Tokyo Olympics for announcement of 2032 Olympic and Paralympic Games host (\$0.039M).

17. The variance in employee expenses is primarily due to:
- short term vacancies during 2021-22 (\$4.503M);
- reduced 2020 and 2021 cohort for the Policy Future Graduate Programs (\$1.161M); and
- lower professional development and training costs (\$0.147M).

This is offset by:

- higher than budgeted accrued employee benefits;
- establishment of Norfolk Island Taskforce (\$0.440M), Commission of Inquiry to examine Queensland Police Service responses relating to domestic and family violence (\$0.122M) and Commission of Inquiry into DNA Testing Conducted by Queensland Health Forensic and Scientific Services (\$0.020M); and
- increased other employee expenses during 2021-22 for recruitment costs (\$0.190M) and severance payments (\$0.126M).

18. The increase in supplies and services is primarily due to additional expenditure for the COVID-19 Response and Recovery Taskforce (\$6.337M).

19. The decrease in grants and subsidies outflows is primarily due to:
- support for urgent COVID-19 Response and Recovery Taskforce communication campaigns (\$2.668M);
- establishment of the Brisbane 2032 Taskforce (\$1.200M);
- lower contributions to Department of Tourism, Innovation and Sport (DTIS) for expenditure relating to the Brisbane 2032 Candidature bid, due to Federal funding received (\$0.934M); and
- deferral of funding for grant programs to align with anticipated project timelines, including restoration works for the Anzac Square Undercroft Galleries (\$1.654M).

This is offset by contributions paid to other Queensland Government Agencies for the State Service Delivery to Norfolk Island (\$1.430M) and higher than budgeted grants payable closing balance (\$1.033M).

20. The increase in other outflows is primarily due to the timing of sponsorship commitments for the Events Sponsorship Fund (\$1.094M) and increase in sponsorship paid for events managed by the department in 2021-22 (\$0.103M).

21. The decrease in plant and equipment outflows is primarily due to lower than budgeted capital expenditure on fit out of Secure Communication Room project (\$0.195M).

22. The decrease in intangible outflows is primarily due to timing of IT systems development projects (\$0.279M).

23. The variance in investing and financing activities is primarily due to lower than budgeted drawdown of Revolving Film Finance Fund loans (\$4.113M).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022

Section F: Notes about our Administered Activities and Trust Transactions

F1: Schedule of Administered Income, Expenses, Assets and Liabilities

F1-1: 2021-22 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Queensland Veterans Council	Trade and Investment Queensland	Screen Queensland	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Administered revenues					
Appropriation revenue (Note F1-4) ⁽¹⁾	51,712	-	26,726	37,070	115,508
Other revenue	40	-	-	-	40
Total administered revenues	51,752	-	26,726	37,070	115,548
Administered expenses					
Employee expenses	35,442	-	-	-	35,442
Supplies and services	15,968	-	-	-	15,968
Grants and subsidies (Note F1-3)	-	-	26,726	37,070	63,796
Depreciation and amortisation	232	-	-	-	232
Other expenses	110	-	-	-	110
Total administered expenses	51,752	-	26,726	37,070	115,548
Operating surplus/(deficit)	-	-	-	-	-
Administered assets					
Current					
Cash and cash equivalents	15,047	318	-	24,539	39,904
Receivables	1,174	-	-	-	1,174
Other current assets	456	-	-	-	456
Total current assets	16,677	318	-	24,539	41,534
Non-current					
Receivables	-	-	-	-	-
Plant and equipment/Intangibles	113	-	-	-	113
Total non-current assets	113	-	-	-	113
Total assets	16,790	318	-	24,539	41,647
Administered liabilities					
Current					
Payables	4,331	318	-	24,374	29,023
Accrued employee benefits	1,186	-	-	-	1,186
Total current liabilities	5,517	318	-	24,374	30,209
Non-current					
Payables	-	-	-	-	-
Accrued employee benefits	6,444	-	-	-	6,444
Total non-current liabilities	6,444	-	-	-	6,444
Total liabilities	11,961	318	-	24,374	36,653
Net administered assets/liabilities	4,829	-	-	165	4,994

⁽¹⁾ This appropriation revenue is provided in cash via Queensland Treasury and funds activities/expenses that the department administers on behalf of the government.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

F1-2: 2020-21 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Queensland Veterans Council	Trade and Investment Queensland	Screen Queensland	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered revenues						
Appropriation revenue (Note F1-4)	50,027	-	-	45,935	48,582	144,544
Other revenue	154	-	-	-	-	154
Total administered revenues	50,181	-	-	45,935	48,582	144,698
Administered expenses						
Employee expenses	33,077	-	-	-	-	33,077
Supplies and services	16,716	-	-	-	-	16,716
Grants and subsidies (Note F1-3)	-	-	-	45,935	48,582	94,517
Depreciation and amortisation	228	-	-	-	-	228
Other expenses	160	-	-	-	-	160
Total administered expenses	50,181	-	-	45,935	48,582	144,698
Operating surplus/(reficit)	-	-	-	-	-	-
Administered assets						
Current						
Cash and cash equivalents	12,855	315	318	-	20,920	34,408
Receivables	843	-	-	214	-	1,057
Other current assets	290	-	-	-	-	290
Total current assets	13,988	315	318	214	20,920	35,755
Non-current						
Receivables	-	-	-	-	-	-
Plant and equipment/Intangibles	324	-	-	-	-	324
Total non-current assets	324	-	-	-	-	324
Total assets	14,312	315	318	214	20,920	36,079
Administered liabilities						
Current						
Payables	2,322	151	318	214	20,920	23,925
Accrued employee benefits	1,250	-	-	-	-	1,250
Total current liabilities	3,572	151	318	214	20,920	25,175
Non-current						
Payables	-	-	-	-	-	-
Accrued employee benefits	5,912	-	-	-	-	5,912
Total non-current liabilities	5,912	-	-	-	-	5,912
Total liabilities	9,484	151	318	214	20,920	31,087
Net administered assets/liabilities	4,828	164	-	-	-	4,992

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

F1-3: Grants and Subsidies were Paid to the Following Entities:

	2022	2021
	\$'000	\$'000
Trade Investment Queensland	26,726	45,935
Screen Queensland	37,070	48,582
Total	63,796	94,517

F1-4: Reconciliation of Payments from Consolidated Fund to Administered Revenue

Budgeted appropriation	167,549	146,812
Transfers from/to other departments - redistribution of public business	(26,724)	-
Transfer from/(to) other headings	(538)	-
Lapsed appropriation	(13,908)	(8,742)
Total administered receipts	126,379	138,070
Plus: Opening balance of deferred appropriation payable	2,818	9,292
Plus: Transfer of appropriation receivable MOG	214	
Less: Closing balance of deferred appropriation payable	(13,903)	(2,818)
Appropriation revenue recognised in the statement of comprehensive income	115,508	144,544

F1-5: Significant Accounting Policy

These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

Relevant significant accounting policies for Administered activities are in line with those stated under the Reporting Entity's notes to the Financial Statements (refer to note A1).

Queensland Ministerial Handbook includes requirements for the financial accountability of Ministerial Offices and the Office of Leader of Opposition (refer to note A2).

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

F2: Budget to Actual Comparison – Administered Activities

This section contains explanations of major variances between the department's actual 2021-22 financial results and the adjusted budget for note F2-2 and original budget for note F2-2.

F2-1: Income and Expenses		Adjusted Budget	Actual	Variance
	Variance	2022	2022	2022
	Notes	\$'000	\$'000	\$'000
Administered revenues				
Appropriation revenue ⁽¹⁾	1	140,825	115,508	(25,317)
Other revenue		-	40	40
Total administered revenues		140,825	115,548	(25,277)
Administered expenses				
Employee expenses		36,099	35,442	(657)
Supplies and services	2	20,047	15,968	(4,079)
Grants and subsidies	3	84,261	63,796	(20,465)
Depreciation and amortisation		281	232	(49)
Other expenses		137	110	(27)
Total administered expenses		140,825	115,548	(25,277)
Operating surplus/(deficit)		-	-	-

⁽¹⁾ Administered 2021-22 Adjusted Budget reflects the machinery-of-government changes resulting in Trade and Investment Queensland transferring from the Premier's portfolio from 1 November 2021.

Variance notes:

1. A decrease in appropriation revenue primarily due to the deferral in funding for Screen Queensland from 2021-22 for the Far North Queensland Film Studio (\$5.9M), Gold Coast Production Hub (\$4.5M), Production Attraction Strategy Grant Program (\$9.2M) and the Post Digital and Visual Grant Program (\$0.6M). Also, a decrease in appropriation revenue for Ministerial Offices and Office of the Leader of the Opposition due to deferral of funding for high priority ICT projects and device replacements (\$4.8M) to be completed in 2022-23 and a lapse of funding (\$1.1M) for the current financial year. This is offset by an increase in funding for employee costs for pay increases due in line with public sector award pay rises (\$0.6M).
2. The decrease in supplies and services is primarily due to lower ICT project costs (\$1.4M) due to deferral of projects to 2022-23, a reduction in domestic and international travel (\$1.2M) as a result of ongoing Covid19 impacts along with lower building service costs (\$0.516M) for Ministerial Offices and Office of the Leader of the Opposition and other office support costs such as telecommunications (\$0.224M).
3. A decrease in grants and subsidies due to the deferral of grants paid to Screen Queensland (\$20.146M) as per variance note 1 above, along with the deferral of grant payments for the Queensland Veteran's Council (\$0.318M) due to commencement of the Council in 2022-23.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

F2-2: Assets and Liabilities		Budget	Actual	Variance
	Variance	2022	2022	2022
	Notes	\$'000	\$'000	\$'000
Administered assets				
Current				
Cash and cash equivalents	4	11,980	39,904	27,924
Receivables	5	2,578	1,174	(1,404)
Other current assets		425	456	31
Total current assets		14,983	41,534	26,551
Non-current				
Plant and equipment/Intangibles		324	113	(211)
Total non-current assets		324	113	(211)
Total assets		15,307	41,647	26,340
Administered liabilities				
Current				
Payables	6	1,584	29,023	27,439
Accrued employee benefits	7	3,841	1,186	(2,655)
Total current liabilities		5,425	30,209	24,784
Non-current				
Payables		-	-	-
Accrued employee benefits	7	4,886	6,444	1,558
Total non-current liabilities		4,886	6,444	1,558
Total liabilities		10,311	36,653	26,342
Net administered assets		4,996	4,994	(2)
Total administered equity		4,996	4,994	(2)

Variance notes:

- An increase in cash as a result of the receipt of funds for Screen Queensland (SQ) that is yet to be paid, made up of deferred appropriation (see note 1 - F2-1: Income and Expenses) and payables (see note 6) below.
- A decrease in receivables compared to budget is primarily due to decreases in the balance of ALCS and LSLCS receivables.
- An increase in payables compared to budget is largely due to grants payable at year end to SQ (\$14.349M) along with deferred appropriation payable due to funds carried forward to 2022-23 for SQ (\$10.015M) and Ministerial Offices and the Office of the Leader of the Opposition (\$2.847M, including the net deferred appropriation payable due to funds carried forward to 2022-23 inclusive of a lapse of funding for 2021-22).
- The variance in accrued employee benefits to budget is predominately due to the reduced number of staff eligible for severance benefits (\$2.655M) as a result of staff turnover.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

F3: Trust Transactions and Balances

The Anzac Day Trust was established in 1964 to give financial support to those institutions, organisations and associations which provide financial assistance to ex-service personnel and their dependants. As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed in these notes below for the information of users.

The audit fee payable to the Queensland Audit Office to perform an audit of the department's trust transactions for 2021-22 is quoted to be \$7,500 (2020-21: \$7,175). There are no non-audit services included in this amount.

Trust revenue and expenses

	2022	2021
	\$'000	\$'000
<i>Revenue</i>		
Grants and other contributions	2,183	1,551
Other revenue	4	2
Total revenue	2,187	1,553
<i>Expenses</i>		
Grants and subsidies	2,102	1,494
Other expenses	88	60
Total expenses	2,190	1,554

Trust asset and liabilities

<i>Current assets</i>		
Cash and cash equivalents	1	5
Total	1	5

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

Section G: Other Information

G1: Key Management Personnel (KMP)

G1-1: Details of Key Management Personnel

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Premier and Minister for the Olympics.

During 2021, the department undertook a review of its functions to take a stronger leadership and strategic role across the sector. The outcome of the review resulted in a new operating model, functional mapping and updated organisational structure effective from 1 November 2021. DPC's key Executive Leadership Team, led by the Director-General, are the key decision makers and reflected in their position responsibilities below.

The following details for non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2021-22 and 2020-21. Further information on these positions can be found in the body of the Annual Report.

Position	Responsibilities
Director-General	The Director-General leads the efficient, effective, and economic administration of the Department of the Premier and Cabinet.
Associate Director-General, The Cabinet Office - (Formerly the Deputy Director-General, Policy)	The Associate Director-General, The Cabinet Office provides policy advice to the Premier and the Cabinet and Cabinet Committees, leads intergovernmental relations, supports the Premier's attendance at National Cabinet and advises the Premier on key social, economic, law and justice, environment and planning policy issues and drives major reform initiatives along with whole-of-government performance management and reporting.
Associate Director-General, Governance and Engagement - (Formerly the Deputy Director-General, Corporate and Government Services)	The Associate Director-General, Governance and Engagement plays a key role in providing policy and operational advice and support to the Premier in relation to constitutional, executive government and machinery-of-government matters, protocol and international engagement activities and programs and the administration of business before Executive Council. Additionally, it leads whole of government strategic communication and engagement to communicate with all Queenslanders and provides support for veterans through the Office for Veterans and leads engagement with Queensland's regions through the Office for Rural and Regional Queensland.
Associate Director-General, 2032 Taskforce - (Formerly the Deputy Director-General, Taskforce 2032, COVID Response and Recovery Taskforce)	The Associate Director-General, 2032 Taskforce provides strategic advice, insight and services to the Director-General and the Premier in relation to the management and coordination of all Queensland government responsibilities for the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032).
Queensland Parliamentary Counsel	The Queensland Parliamentary Counsel leads the efficient, effective and economic administration of the Office of the Queensland Parliamentary Counsel.
Executive Director, Office of the Director-General - (Formerly the Executive Director, Departmental and Customer Liaison Officer)	The Executive Director, Office of the Director-General manages the Office of the Director-General.
Cabinet Secretary (Ceased as KMP 31 Oct 2021)	The Cabinet Secretary provides support to the Premier and Cabinet, including managing and coordinating all procedural and operational services for Cabinet and its related functions.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

G1-2: Related Party Transactions

Transactions with people/entities related to KMP

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Transactions with related parties of the entity have occurred within normal customer or supplier relationships on terms and conditions no more favourable than those which it is reasonable to expect the entity would have entered into on an arm's-length basis. No KMP related party transactions were entered into during the financial year.

Transactions with other Queensland Government controlled entities

The department's primary ongoing sources of funding from Government for its services are appropriation revenue (note B1-1) which is provided in cash via Queensland Treasury.

The entity transacts with other Queensland Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. Where transactions with other Queensland Government controlled entities are considered individually significant or material, these have been disclosed as related party transactions in the relevant notes as follows:

Note B1-2: User Charges and Fees
Note B2-2: Supplies and Services
Note B2-3: Grants and Subsidies
Note C2: Receivables and Loans Receivable
Note C8: Borrowings

G1-3: KMP Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration for the department's other KMP is set by the Queensland Public Service Commission as provided under the *Public Service Act 2008*. Individual remuneration and other terms of employment are specified in employment contracts.

Remuneration expenses for KMP comprise the following components:

1. Short term employee expenses which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position;
 - non-monetary benefits - consisting of provision of minor benefits together with fringe benefits tax applicable to the benefit.
2. Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
3. Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

There were no termination benefits in 2021-22 (nil in 2020-21).

The remuneration package for the Director-General or other KMP does not provide for any performance or bonus payments.

G1-4: Non-Ministerial KMP Performance Remuneration Expense

Disclosures provided focus on the net expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed reflect expenses recognised in the statement of comprehensive income.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

Position 1 July 2021 to 30 June 2022	Employee Expenses				
	Short Term		Long Term	Post	Total
	Monetary Expenses	Non-Monetary Benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General	661	11	16	83	771
Acting Associate Director-General, the Cabinet Office ⁽¹⁾ (since 2 May 2022)	66	2	2	7	77
Associate Director-General, the Cabinet Office (1 July 2021 to 28 April 2022)	319	9	8	31	367
Associate Director-General, Governance and Engagement ⁽²⁾	285	11	7	30	333
Associate Director General, 2032 Taskforce	275	11	7	30	323
Queensland Parliamentary Counsel	313	12	7	40	372
Executive Director, Office of the Director-General	197	11	5	21	234
Cabinet Secretary (1 July to 31 October 2021)	81	4	2	9	96
Total Remuneration	2,197	71	54	251	2,573

⁽¹⁾ formerly Deputy Director-General Policy until (1 November 2021)

⁽²⁾ formerly Deputy Director-General, Corporate and Government Services (until 1 November 2021)

Position (Classification) (1 July 2020 - 30 June 2021)	Short Term		Long Term	Post	Total
	Monetary Expenses	Non-Monetary Benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
	Director-General (from 8 May 2021 to 30 June 2021)	103	1	2	12
Director-General (from 1 July 2020 to 7 May 2021)	533	7	13	69	622
Acting Director-General (from 6 April 2021 to 9 May 2021)	60	1	2	6	69
Deputy Director-General, Policy (from 1 July 2020 to 5 April 2021 and 10 May 2021 to 30 June 2021)	333	8	7	31	379
Acting Deputy Director-General, Policy (from 1 April 2021 to 6 May 2021)	33	1	-	2	36
Deputy Director-General, Corporate and Government Services (from 1 July 2020 to 30 June 2021)	269	10	6	30	315
Acting Deputy Director-General, Strategy and Engagement (from 1 July 2020 to 30 October 2020)	85	3	2	10	100
Acting Deputy Director-General, Strategy and Engagement (from 1 November 2020 to 15 March 2021)	105	4	2	11	122
Queensland Parliamentary Counsel (from 1 July 2020 to 30 June 2021)	283	11	7	39	340
Cabinet Secretary (from 1 July 2020 to 30 June 2021)	244	10	5	26	285
Executive Director, Departmental and Customer Liaison Office (from 1 July 2020 to 19 July 2020 and from 10 October 2020 to 30 June 2021)	148	8	3	16	175
Acting Executive Director, Departmental and Customer Liaison Office (from 20 July 2020 to 9 October 2020)	49	2	1	4	56
Total Remuneration	2,245	66	50	256	2,617

G2: First Year Application of New Accounting Standards or Change in Accounting Policy

The department and its controlled entity did not voluntarily change any of its accounting policies during 2021-22.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2021-22 by the department and its controlled entity.

Accounting standards applied for the first time

AASB 1060 *General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* was applied for the first time by the controlled entity in 2021-22. The effects of adopting this new standard are detailed below in note G2-1.

Following the issuance of International Financial Reporting Interpretations Committee's (IFRIC) agenda decision on *Configuration or Customisation Costs in a Cloud Computing Arrangement* in April 2021, the department has changed its accounting policy for certain cloud computing and software-as-a-service (SaaS) costs. This is detailed in note G2-2 below, however, there has been no change as a result.

No other accounting standards or interpretations were applied to the department for the first time in 2021-22.

G2-1: Simplified Disclosures for For-Profit and Not-For-Profit Tier 2 Entities

The application of AASB 1060 resulted in additional disclosures for the following which are reflected in the financial statements of the controlled entity.

- Statement of Comprehensive Income
- More disclosure on employee termination benefit expenses
- Maturity analysis for leases

G2-2: Software-as-a-Service (SaaS) arrangements

1. Accounting policy changes

Following the issuance of IFRIC agenda decision on *Configuration or Customisation Costs in a Cloud Computing Arrangement* in April 2021, the department has reviewed its accounting policy for relevant cloud computing and Software-as-a-Service (SaaS) costs.

The current policy has been to historically capitalise all costs that meet the definition of and recognition criteria for an intangible asset in accordance with AASB 138 *Intangible Assets*. Where it can be demonstrated that the entity can derive future economic benefits and restrict access to those benefits and the cost can be reliably measured then the entity will continue with the current policy of the capitalisation of those costs.

Configuration or customisation costs that do not qualify for recognition as an intangible asset are further assessed as to the appropriate timing of expense recognition, using the following criteria:

- where the configuration or customisation is considered a distinct (i.e. separately identifiable) service from the subsequent access to the cloud software, the costs are expensed when the configuration or customisation services are received. This is typically the case when configuration and customisation services are undertaken in-house or by a third party vendor different from the vendor providing the SaaS arrangement.
- where the configuration or customisation is not a distinct service from the department's right to access the software, the costs are expensed over the period of access on a straight-line basis. A prepayment asset is recognised when the payment is made up front. This is usually the case when the SaaS vendor is providing both the configuration or customisation services and the access to the cloud software.

Any software that qualifies as an intangible asset is recognised and accounted for in accordance with the department's existing accounting policies on software assets in Note C4, which have not changed.

2. Impact of Changes

The department assessed the impact of the new policy on its current capitalised software in response to the IFRIC agenda decision and has determined there is no impact on the Intangible Assets as at 30 June 2022.

The accounting policy change has not had any impact on the department's financial statements for 2021-22 or earlier periods.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2022**

G3: Taxation

The department and the controlled entity are exempt from income tax under the *Income Tax Assessment Act 1936* and are exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department and the controlled entity. Any GST credits receivable from, or GST payable to the ATO, are recognised in the statement of financial position, refer to note C2.

The department (excluding controlled entity) is exempted from Queensland payroll tax. This exemption applies to Queensland Government Departments (excluding commercialised business units) effective from 1 July 2014. Screen Queensland is not exempt from Queensland payroll tax.

G4: Climate Risk Disclosure

The department and its controlled entity address the financial impacts of climate related risks by identifying and monitoring the accounting judgements and estimates that will potentially be affected, including asset useful lives, fair value of assets, provisions or contingent liabilities and changes to future expenses and revenue.

The department and its controlled entity have not identified any material climate related risks relevant to the financial report at the reporting date, however, constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.

Certificate of the Department of the Premier and Cabinet

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

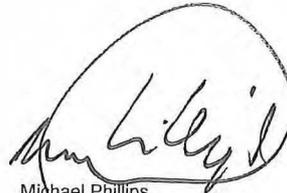
- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of the Premier and Cabinet for the financial year ended 30 June 2022 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Rachel Hunter
Director-General

29 August 2022



Michael Phillips
Chief Finance Officer

29 August 2022

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of the Premier and Cabinet

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of the Premier and Cabinet (the parent) and its controlled entity (the group).

In my opinion, the financial report:

- a) gives a true and fair view of the parent's and group's financial position as at 30 June 2022, and their financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statements of financial position and statements of assets and liabilities by major departmental services as at 30 June 2022, the statements of comprehensive income, statements of changes in equity, statements of cash flows and statements of comprehensive income by major departmental services for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

I have determined that there are no key audit matters to communicate in our report.

Responsibilities of the accountable officer for the financial report

The accountable officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the accountable officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The accountable officer is also responsible for assessing the parent's and group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the parent or group or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the group.
- Conclude on the appropriateness of the parent's and group's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent's or group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the parent or group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the group. I remain solely responsible for my audit opinion.

I communicate with the Accountable officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.

30 August 2022



Brendan Worrall
Auditor-General

Queensland Audit Office
Brisbane

Our leaders

Rachel Hunter PSM

Director-General

Ms Rachel Hunter is a highly regarded and accomplished Director-General and chief executive, having worked across various portfolios over an extensive career.

A distinguished public sector leader, Rachel is the first female Director-General of DPC in Queensland since the department's inception in 1859.

Rachel brings to the role an outcomes-focused and values-led leadership style.

As Queensland's former Under Treasurer, Rachel was at the helm of Queensland Treasury at a critical time when the government responded to the COVID-19 pandemic. As Under Treasurer, she was instrumental in shaping and delivering the government's economic response and recovery plans for the state.

Rachel has formerly been Director-General of three Queensland Government departments—the Department of Justice and Attorney-General, the former Department of Education, Training and the Arts, and the former Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP). She has also served as Queensland's Public Service Commissioner.

Rachel has chaired the Board of Jobs Queensland, providing industry and evidence-based advice on skills needs and workforce planning, and has served as the Chair of Children's Health Queensland Hospital and Health Services Board.

In 2020, Rachel was awarded a Public Service Medal for outstanding public service to the community of Queensland.

Filly Morgan PSM

Associate Director-General, Governance and Engagement

Ms Filly Morgan has more than 25 years' experience in the Queensland public sector. In her current role as Associate Director-General, she leads the delivery of the Governance and Engagement division. This includes whole-of-government strategic communication, events and engagement, as well as support for veterans through the Office for Veterans and leading engagement with Queensland's regions through the Office for Rural and Regional Queensland. The division also supports business before Executive Council, provides advice on machinery-of-government and constitutional matters, protocol and international relations, and supplies the corporate functions for the department as well as corporate support for ministerial offices and the Office of the Leader of the Opposition.

Filly has a broad range of experience in central and line agencies. She has previously worked in senior roles in DPC and the former Department of Tourism, Major Events, Small Business, and the Commonwealth Games. Filly is a Clerk of the Executive Council, and the Queensland representative on the Council for the Order of Australia and the Australian Bravery Decorations Council. Filly is also a member of the Audit Committee for the Great Barrier Reef Marine Park Authority.

Filly was awarded a Public Service Medal on Australia Day 2018 which recognises outstanding service by employees of the Australian Government and state, territory and local government employees.

Mark Cridland (November 2021 to April 2022)

Associate Director-General, The Cabinet Office

As head of The Cabinet Office, Mr Mark Cridland is responsible for leading the economic, social, environment policy, and intergovernmental relations and Cabinet teams in providing high-level strategic policy advice for the Premier and Cabinet and for the implementation of key government decisions. The division led by Mark also supports the Premier's participation on National Cabinet and as Chair of the Queensland Disaster Management Cabinet Committee.

Mark is Chair of the Advancing Queensland Industry Attraction Fund Panel and the Chair of the Investment Panel that considers Exclusive Transactions. He is a member of the Australia-New Zealand Counter-Terrorism Committee and on the Boards for Economic Development Queensland and the Great Barrier Reef Marine Park Authority. Mark is also a member of Australia's First Ministers' Deputies Group.

Mark is a highly experienced senior executive with more than 30 years of proven leadership and delivery in large and complex government and private sector organisations.

Between 2013 and May 2018, Mark was a senior director and account leader with KPMG Australia where he led significant engagements across Australia covering infrastructure, economic evaluation, governance, performance frameworks and national reforms.

For the decade prior to 2013, Mark held numerous senior executive roles in Queensland and New South Wales governments. This included Deputy Director-General, Policy, Planning, and Investment, Queensland Department of Transport and Main Roads between 2009 and 2013.

Mark has a passion and commitment to public service. He believes the public service can play a positive role and influence outcomes for all Queenslanders.

Michael Carey (May to June 2022)

Acting Associate Director-General, The Cabinet Office

Michael Carey has a history of leading the development of strategic policy in Queensland and Australia.

He joined The Cabinet Office from Trade and Investment Queensland in May 2022, where he was previously Chief Executive Officer.

Michael has held senior roles in Queensland Treasury and DSDMIP, and has led the development of strategic policy, economic and industry initiatives and programs across government, including in priority sectors such as infrastructure, energy, resources, water, transport, agriculture, tourism, and manufacturing.

Kerry Petersen PSM

Associate Director-General, Brisbane 2032 Taskforce

Ms Kerry Petersen is the Associate Director-General of the Brisbane 2032 Taskforce within DPC and is responsible for leading the Queensland Government's engagement in all activities associated with the Brisbane 2032 Olympic and Paralympic Games, including engagement with a complex network of Brisbane 2032 stakeholders.

Under Kerry's leadership, the Brisbane 2032 Taskforce was responsible for leading the successful candidature for the Brisbane 2032 Olympic and Paralympic Games, drawing on expertise in major and mega-event planning and delivery across government.

Kerry previously led the Queensland Government's delivery of the Gold Coast 2018 Commonwealth Games (GC2018) including the delivery of the GC2018 infrastructure. Kerry brings more than 30 years of public sector experience to the role including delivery of other significant public infrastructure programs and projects.

Kerry has a reputation for forging productive stakeholder relationships and partnerships in complex operating environments, as well as a commitment to exemplar corporate governance, which has been critical to her success in leading complex programs and maximising cross government opportunities.

In June 2019, Kerry was awarded the Public Service Medal which recognises outstanding service by employees of Australian, federal, state and local government agencies.

Tony Keyes

Queensland Parliamentary Counsel

Mr Tony Keyes was appointed as Parliamentary Counsel on 15 October 2018. Tony studied law and arts at The University of Queensland and was admitted as a solicitor of the Supreme Court of Queensland in 1990.

Tony has had a long and varied legal career, including private and community-sector practice, policy and investigative work at the Criminal Justice Commission, the Ombudsman's Office, and the Law Reform Commission, working in law and justice policy for DPC, and serving for almost 10 years as Senior Deputy Crown Solicitor at Crown Law.

Dr Katy Le Roy (June 2022)

Acting Parliamentary Counsel

Dr Katy Le Roy was appointed Deputy Parliamentary Counsel in July 2018. She has served as Acting Parliamentary Counsel for various periods during 2021–2022 and is currently the Acting Parliamentary Counsel. Prior to joining QQPC, Katy had served as a Parliamentary Counsel in the New Zealand Parliamentary Counsel Office and as Parliamentary Counsel in the Republic of Nauru.

Katy has previously worked as a solicitor in private practice in Melbourne, as an in-house legal counsel in Germany, and as a consultant for the UN Development Program advising on constitutional reform. She has also lectured in public law subjects at the University of Melbourne and Victoria University of Wellington. From 2015 to 2022, Katy served as Vice President of the Commonwealth Association of Legislative Counsel.

Katy is passionate about the rule of law and making legislation accessible. Katy holds a Bachelor of Arts (Hons), Bachelor of Laws (Hons) and a PhD (Law) from the University of Melbourne. She was admitted to practise as a barrister and solicitor of the Supreme Court of Victoria in 1999.

Statutory reports

Government bodies

As part of the Premier's portfolio, the following bodies have annual report arrangements as indicated:

Name of body	Constituting	Annual Report arrangements
Anzac Day Trust	<i>Anzac Day Act 1995</i>	See boards and committees section
Domestic and Family Violence Prevention Council	Terms of Reference	See boards and committees section
Office of the Governor	<i>Constitution of Queensland 2001</i>	Separate annual report prepared
Office of the Queensland Parliamentary Counsel	<i>Legislative Standards Act 1992</i>	Included in DPC's annual report and separate annual report prepared
Organising Committee for the Brisbane 2032 Olympic and Paralympic Games	<i>Brisbane Olympic and Paralympic Games Arrangements Act 2021</i>	Separate annual report prepared*
Public Service Commission	<i>Public Service Act 2008</i>	Separate annual report prepared
Queensland Audit Office	<i>Auditor-General Act 2009</i>	Separate annual report prepared
Queensland Independent Remuneration Tribunal	<i>Queensland Independent Remuneration Tribunal Act 2013</i>	Separate annual report prepared and see boards and committees section
Queensland Integrity Commissioner	<i>Integrity Act 2009</i>	Separate annual report prepared
Queensland Plan Ambassadors Council	<i>Queensland Plan Act 2014</i>	See boards and committees section
Screen Queensland Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	See tabled financial statements and see boards and committees section

*A separate annual report will be prepared for the first time for the 2022–2023 financial year.

Ministerial and other office holder staff

The *Ministerial and Other Officer Holder Staff Act 2010* (the Act) provides a discrete framework for the employment of ministerial staff, staff of the Office of the Leader of the Opposition, and staff of other non-government members of parliament (where determined necessary based on the composition of the Legislative Assembly).

The Director-General of DPC employs these staff on the recommendation of the Premier, the Leader of the Opposition or relevant member of Parliament respectively.

During 2021–2022, there were no staff employed under the Act to support a non-government member of Parliament other than the Leader of the Opposition.

The Act covers the work-performance and conduct of staff members through the inclusion of performance and personal conduct principles; ethics values and a specific provision that staff members are not empowered in their own right, to direct public servants.

The Act provides that the Director-General of DPC may issue directives or guidelines about employment matters. In the preceding 12 months there have been no directives issued under the Act.

A total of 349 staff were employed under the Act for the financial year ending 30 June 2022, with 245 staff employed as at 30 June 2022.

Boards and committees

Anzac Day Trust					
Act or instrument	<i>Anzac Day Act 1995</i>				
Functions	<p>Legislation was passed in 1964 that allowed places of public entertainment and amusement to trade on the afternoon and evening of Anzac Day. This signalled the end of an era in which Anzac Day was a 'closed day' and business trading was very restricted. The Anzac Day Trust Fund was established under this legislation and provides funding to organisations offering financial assistance and relief to ex-service men and women and their dependants.</p> <p>The Anzac Day Trust provides annual grants to institutions, organisations or associations that support the welfare of veterans and their dependants.</p> <p>The annual disbursement of the Trust Fund to more than 200 ex-service organisations supports:</p> <ul style="list-style-type: none"> • the construction and maintenance of homes/units for war veterans • the welfare of spouses and children of deceased persons who served Australia in its defence forces • maintenance of essential services for veterans • hosting commemorative events and activities • many other services such as advocacy, functions and outings to reduce social isolation, hospital visits, food hampers and gift/amenities parcels for the sick. <p>The Queensland Government continues to provide an annual grant to the Anzac Day Trust Fund.</p> <p>In addition, in 2021, the Anzac Day Trust offered the first round of the new Anzac Day Trust COVID-19 Grants Program. This program is providing \$1 million over three annual rounds to support veterans affected by the COVID-19 pandemic and to support ex-service organisations to deliver COVID Safe commemorative events.</p>				
Achievements	In 2021–2022, the Anzac Day Trust Board of Trustees approved funding to a total value of \$2,102,035.41 (ex GST) across 254 applicants. There were 186 grants allocated through the Anzac Day Trust Grants Program and 68 grants allocated through the Anzac Day Trust COVID-19 Grants Program.				
Financial reporting	Not exempted from audit by the Auditor-General. Transactions of the entity are accounted for in the financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Colonel Christopher Austin, ADC	7	N/A	N/A	N/A
Trustee	Colin Green	9	N/A	N/A	N/A
Trustee	Wendy Siebrecht	9	N/A	N/A	N/A
Trustee	Kate Bowden	2	N/A	N/A	N/A
No. scheduled meetings/sessions	9				
Total out of pocket expenses	\$0				

Domestic and Family Violence Prevention Council (the Prevention Council)					
Act or instrument	The Prevention Council is established administratively with members appointed by letter from the Premier. Establishment of Council is in accordance with the <i>Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland</i> report, recommendation 3.				
Functions	The Prevention Council oversees and supports the domestic and family violence reform program through: <ul style="list-style-type: none"> a work plan of activities aligned with the priorities and signature actions of the <i>Third action plan of the Domestic and family violence prevention strategy 2019–20 to 2021–22</i> raising awareness and promotion of the Queensland Government's domestic and family violence reform agenda, the 10-year <i>Domestic and Family Violence Prevention Strategy 2016–2026</i> and associated <i>third action plan</i> encouraging community ownership of action to end domestic and family violence, including by helping to foster and broker partnerships to support corporate and community-led action. 				
Achievements	In 2021–2022, members of the Prevention Council conducted 89 engagements including five Council meetings, a two-day regional visit, eight community development workshops and 37 presentations. They also participated in 15 media engagements and contributed their insights to a range of domestic and family violence reform activities.				
Financial reporting	The Prevention Council's costs are contained within the department's financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance*	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Co-Chair	Vanessa Fowler	5	\$390 daily	N/A	\$10,960
Co-Chair	Bob Atkinson	5	\$390 daily	N/A	\$7250
Member	Dianne Fletcher	3	Remuneration waived	N/A	\$0*
Member	Rachel Durdin	5	Remuneration waived	N/A	\$0*
Member	Trevor Black	2	\$300 daily	N/A	\$450
Member	Faiza El-Higzi	5	\$300 daily	N/A	\$3750
Member	Karni Liddell	4	\$300 daily	N/A	\$3600
Member	Karyn Walsh	5	\$300 daily	N/A	\$250
Member	Lyn Anderson	5	\$300 daily	N/A	\$2700
Member	Penny Carr	4	\$300 daily	N/A	\$1800
Member	Salman Bin Juda	3	\$300 daily	N/A	\$1950
Member	Andrew Taukolo	5	\$300 daily	N/A	\$4050
Member	Wendell Rosevear	5	\$300 daily	N/A	\$2850
Member	Brigita Cunnington	3	N/A	N/A	\$0*
Ex-officio member	Department of the Premier and Cabinet representative	5	N/A	N/A	\$0*
Ex-officio member	Department of Justice and Attorney-General representative	5	N/A	N/A	\$0*
Ex-officio member	Queensland Police Service representative	5	N/A	N/A	\$0*
Ex-officio member	Department of Education representative	5	N/A	N/A	\$0*
Ex-officio member	Queensland Health representative	2	N/A	N/A	\$0*
No. scheduled meetings/sessions	<p>Five Prevention Council Meetings:</p> <ul style="list-style-type: none"> 2 July 2021 (videoconference) 17 August 2021 (videoconference) 15 October 2021 (videoconference) 18 February 2022 (videoconference) 10 June 2022 (face to face) <p>Prevention Council members have participated in more than 80 other out-of-session events, meetings and forums to engage with key stakeholder groups regarding domestic and family violence prevention. These comprised both face-to-face and digital engagements, including:</p> <ul style="list-style-type: none"> partnership with Challenge DV to illuminate Darkness to Daylight 2022 presentation at the QPS DFV & Mental Health Conference presentation at the DFV Frontline Workers Forum meeting with Deloitte and the Queensland Audit Office to discuss domestic and family violence reform hosting Capitalizing on the Momentum of Men's Movements workshop 				

	<ul style="list-style-type: none"> • presentation at the PA Hospital Health Symposium • attendance at National Women's Safety Summit Roundtables • meeting with the Privacy Commissioner on the collection of data of people with a disability • presentation at the Joint Churches Domestic Violence Prevention Project • hosting an In Her Shoes workshop • hosting a forum with Distance Educators to discuss Respectful Relationships Education • presentation at the Integrated Service Response & High-Risk Teams Workshop • two-day visit to the Sunshine Coast region, hosting three workshops and 11 meetings with sector groups • hosting the Activating Men in Prevention Workshop • hosting the webinar "Building the capacity of primary health providers to recognise, respond and refer DFV" • presentation to St Mary's Toowoomba Staff • attendance at Parliament for announcement regarding the legislating of coercive control • 29 presentations to local government Councils during Domestic and Family Violence Prevention Month 2022
Total out of pocket expenses	\$1194.89

* Meeting sessions/attendance refers to full Council meetings and does not include out-of-session activities. Amounts paid to individual members vary based on attendance at Council meetings, participation in additional stakeholder engagement meetings and activities, and entitlements to 'significant travel fee'.

+ Member is a public sector employee and is not entitled to remuneration fees.

< Member waived remuneration during reporting period.

Queensland Independent Remuneration Tribunal						
Act or instrument	<i>Queensland Independent Remuneration Tribunal Act 2013</i>					
Functions	To review remuneration in connection with members and former members of the Legislative Assembly; review entitlements of cross bench members to additional staff members; and make determinations under the <i>Queensland Independent Remuneration Tribunal Act 2013</i> about these matters.					
Achievements	On 30 March 2022, the Tribunal issued Determination 26/2022 following the Tribunal's annual review of the allowances and entitlements for Members of Parliament and the entitlement of cross bench members to additional staff members.					
Financial reporting	The Tribunal is required under the <i>Queensland Independent Remuneration Tribunal Act 2013</i> to prepare and give to the Clerk of the Parliament a written report about the operations of the Tribunal during the financial year.					
Remuneration						
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received	
Chair	Walter Tutt	3	\$520 daily	N/A	\$2288*	
Member	Jill Lang AM	4	\$400 daily	N/A	\$1320	
Member	Emeritus Professor Patrick Weller AO, FASSA Member	4	\$400 daily	N/A	\$1320	
No. scheduled meetings/sessions	4 (two meetings of the Tribunal, one meeting with the Committee of the Legislative Assembly, and one meeting with the Clerk of Parliament)					
Total out of pocket expenses	NIL					

*Includes fees for meeting attended during 2020–2021 financial year.

Queensland Plan Ambassadors Council (Council)					
Act or instrument	Queensland Plan Act 2014				
Functions	<p>The Council fosters community engagement and shared responsibility for achieving the long-term vision and goals of the <i>Queensland Plan</i>. Ambassadors on the Council serve as champions of the plan and encourage industry, business and community organisations and the public to continue to strive towards its visions and goals.</p> <p>The Council has several key roles:</p> <ul style="list-style-type: none"> to promote awareness and advocate for the implementation of the <i>Queensland Plan</i> to advise the Premier and Minister for the Olympics on matters relating to implementation of the <i>Queensland Plan</i>. 				
Achievements	<p>Key achievements of the Council in 2021–2022 include:</p> <ul style="list-style-type: none"> holding four meetings, including two meetings in regional Queensland (Mount Isa and Emerald), further developing a statewide approach to the Council's actions exploring place-based solutions as a model for advancing the priorities of the <i>Queensland Plan</i> engaging with representatives from peak bodies, local councils and community leaders on significant issues in Queensland communities, including youth justice, social services, regional industries, and innovation and opportunities analysing the Queensland Government's inclusion strategy. 				
Financial reporting	The Council's costs are contained within the department's financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	The Hon. Tony McGrady	4	N/A	N/A	N/A
Member	Suzanne Cadigan	4	N/A	N/A	N/A
Member	Ben Bjarnesen	4	N/A	N/A	N/A
Member	Daniel Gschwind	1	N/A	N/A	N/A
Member	Karen Tully	3	N/A	N/A	N/A
Member	Leon Yeatman	1	N/A	N/A	N/A
Member	Kate White	3	N/A	N/A	N/A
Member	Allan Dale	2	N/A	N/A	N/A
Member	Taj Pabari	3	N/A	N/A	N/A
Member	Patsy-Ann Fox	2	N/A	N/A	N/A
Member	Elsa Larsen	4	N/A	N/A	N/A
No. scheduled meetings/sessions	4				
Total out of pocket expenses	\$181.22				

Screen Queensland Pty Ltd					
Act or instrument	<i>Corporations Act 2001 (Cth)</i>				
Functions	The objects of Screen Queensland Pty Ltd are to: <ul style="list-style-type: none"> • increase the level of film and television production in Queensland • develop and maintain a creative infrastructure in Queensland for the film and television production industry • develop and maintain an active and vibrant screen culture in Queensland. 				
Achievements	In 2021–2022, Screen Queensland funded 45 screen production and digital games, which will generate an estimated \$229 million in direct Queensland Production Expenditure (QPE) and more than 2747 employment opportunities for Queenslanders.				
Financial reporting	Screen Queensland is required to prepare annual financial reports in accordance with the <i>Corporations Act 2001 (Cth)</i> . In accordance with Queensland Treasury policy these financial reports are provided to Queensland Parliament. The financial results of Screen Queensland are consolidated in the economic entity of the department.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Director since 24/01/2022 Chair since 01/06/2022	The Honourable Roslyn Atkinson AO	4	\$5000 per annum	N/A	\$1482
Director to 31/05/2022 Chair 09/05/2018 to 31/05/2022	Linda Lavarch	9	\$5000 per annum	N/A	\$4583
Director 01/09/2018 to 30/11/2021 and since 24/01/2022	Patricia Ainer	11	\$3000 per annum	\$1000 per annum	\$3332
Director 01/09/2018 to 30/11/2021 and since 24/01/2022	Lynne Benzie	8	\$3000 per annum	N/A	\$2566
Director 01/09/2018 to 30/11/2021 and since 24/01/2022	Cathy Hunt	7	\$3000 per annum	N/A	\$2566
Director 01/09/2018 to 30/11/2021 and since 24/01/2022	Kylee Ratz	9	\$3000 per annum	\$500 per annum	\$2741
Director between 05/11/2019 to 30/11/2021 and since 24/01/2022	Dean Gibson	8	\$3000 per annum	N/A	\$2566
Director since 24/01/2022	Professor Herman van Eyken	5	\$3,000 per annum	N/A	\$1316
Director since 24/01/2022	Aaron Fa'Aoso	5	\$3000 per annum	\$500 per annum	\$1491
Director since 24/01/2022	Dylan Miklashek	5	\$3000 per annum	N/A	\$1316
Director 01/09/2015 to 30/11/2021	Patricia Heaton	3	\$3000 per annum	N/A	\$1250
Director 01/09/2015 to 30/11/2021	Paul Syvret	5	\$3000 per annum	\$500 per annum	\$1458
Director 01/09/2018 to 30/11/2021	Morgan Jaffit	4	\$3000 per annum	N/A	\$1250
Director	Sally Robb	3	\$3000 per	N/A	\$1250

01/09/2018 to 30/11/2021			annum		
No. scheduled meetings/sessions	11 meetings (9 Board, 2 Audit & Risk Committee)				
Total out of pocket expenses	\$6886				

Appendix A – Our Performance – Department Service Standards

Policy Advice and Coordination, and Cabinet Support

The following service standards were presented in the 2021–2022 Service Delivery Statements to assess overall performance of the Policy Advice and Coordination, and Cabinet Support service area.

Service area: Policy Advice and Coordination, and Cabinet Support	Notes	2021–2022 Target/Est.	2021–2022 Actual
Service: Policy advice and coordination			
<i>Effectiveness measures</i>			
Client satisfaction with the department's engagement with the policy development process	1	85%	63%
Client satisfaction with advice and support relating to intergovernmental relations		85%	83%
<i>Efficiency measure</i>			
Total cost per hour of policy advice and development output		\$147	\$147
Service: Cabinet support			
<i>Effectiveness measures</i>			
Client satisfaction with support provided by Cabinet Services		85%	81%
Client satisfaction with advice by the department to agencies on performance management and reporting requirements	1	85%	70%
<i>Efficiency measure</i>			
Average cost of supporting Regional and Community Cabinet meetings	2	\$15,000	\$12,747

Notes:

1. The department is committed to strong customer satisfaction and sets targets to reflect this commitment. Results may fluctuate due to the contestable nature of much of the department's work. The department is committed to continuously improving service delivery and continues to implement strategies to achieve these targets.
2. The variance between the 2021–2022 Target/Estimate and 2021–2022 Actual is due to restrictions in place during the COVID-19 pandemic and severe weather events in early 2022 which impacted the form of delivery and the average cost of supporting Regional and Community Cabinet meetings, with a reduction in travel and hospitality related expenses. Regional and Community Cabinet meetings were held in Hervey Bay in September 2021 and Stanthorpe in June 2022.

Governance support and advisory services

The following service standards were presented in the 2021–2022 Service Delivery Statements (SDS) to assess overall performance of Government Support and Advisory Services¹ service area.

Service area: Governance Support and Advisory Services ¹	Notes	2021–2022 Target/Est.	2021–2022 Actual
<i>Effectiveness measure</i>			
Client satisfaction with support and advice provided by Government Services	2	85%	82%
<i>Efficiency measure</i>			
Cost of Government Services as a percentage of departmental cost	3	11%	11%

Notes:

1. The service area was presented as *Government Services* in the 2021–2022 SDS and has been re-named to Governance support and advisory services from 1 November 2021 due to a realignment of functions within the department that saw services transferred between this service area and Strategy and Engagement (now Engagement and Events Support) service area.
2. This service standard has been discontinued in the 2022–2023 SDS and replaced by a client satisfaction measure of the realigned functions of the Governance Support and Advisory Services.
3. This service standard has been discontinued in the 2022–2023 SDS and replaced by a cost per hour measure that better expresses the efficiency of the service area.

Engagement and Events Support

The following service standards were presented in the 2021–2022 SDS to assess overall performance of the Engagement and Events Support¹ service area.

Service area: Engagement and Events Support ¹	Notes	2021–2022 Target/Est.	2021–2022 Actual
<i>Effectiveness measure</i>			
Client satisfaction with advice and support provided by Strategy and Engagement	2	85%	89%
<i>Efficiency measure</i>			
Cost of strategic engagement services as a percentage of departmental cost	3	21%	18%

Notes:

1. The service area was presented as Strategy and Engagement in the 2021–2022 SDS and has been re-named to Engagement and Events Support from 1 November 2021 due to a realignment of functions within the department that saw services transferred between this service area and Government Services (now Governance Support and Advisory Services) service area.
2. This service standard has been discontinued in the 2022–2023 SDS and replaced by a client satisfaction measure of the realigned functions of Engagement and Events Support.
3. This service standard has been discontinued in the 2022–2023 SDS and replaced by a cost per hour measure that better expresses the efficiency of the service area.

Office of the Queensland Parliamentary Counsel

The following service standards were presented in the 2021–2022 *Service Delivery Statements* (SDS) to assess overall performance of the Legislative Drafting and e-Publishing service area.

Service area: Legislative Drafting and e-Publishing ¹	Notes	2021–2022 Target/Est.	2021–2022 Actual
<i>Effectiveness measures</i>			
Client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel		90%	100%
Client satisfaction with the quality of access to legislation available online		90%	100%
<i>Efficiency measure</i>			
Average cost per hour of legislative drafting and publishing output	2, 3	\$154	\$158

Notes:

1. The Office of the Queensland Parliamentary Counsel's service area is Legislative drafting and e-Publishing.
2. This service standard has been discontinued in the 2022–2023 SDS as the calculation methodology has changed and past performance is no longer comparable. A service standard based on a new calculation methodology will be presented and reported against from the 2022–2023 financial year.
3. The 2021–2022 Actual is higher than the 2021–2022 Target/Est primarily due to a lower vacancy rate for OQPC compared to other service areas within DPC which resulted in a higher allocation of corporate overhead costs, factored into the calculation of the cost per hour for OQPC.

Appendix B – Previous governance committees

From 1 July to 31 December 2021, the department's committee structure for decision making was as follows.

The Corporate Governance Group

The Corporate Governance Group (CGG) met monthly to assist the Director-General in discharging the accountabilities of the role and to achieve the department's objectives. CGG met three times from 1 July to 31 December 2021.

Membership

Chaired by the Director-General, CGG also includes the following members:

- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary
- Queensland Parliamentary Counsel
- Executive Director, Office of the Director-General.

The role of the CGG was to:

- support the Director-General in decision making and advising on matters of strategic importance
- identify and report on emerging governance issues and major activities
- provide assurance on the effectiveness of governance arrangements
- review and approve corporate policies and processes
- act as a forum for strategic information sharing
- embed risk management activities and manage risk mitigation strategies
- consider impacts of whole-of-government initiatives on the department's activities

- act as DPC's crisis management group and meet during a disruption to oversee DPC's internal and whole-of-government responsibilities.

To manage the department's key duties and responsibilities, sub-committees chaired by CGG members, supported the function of the CGG. These sub-committees provided regular updates to CGG on progress of their respective key focus areas.

Finance Committee

The Finance Committee did not meet from 1 July to 31 December 2021 but reported directly to the CGG while DPC's Governance committee structure was under review.

Role

The role of the Finance Committee was to:

- achieve reasonable value for money by ensuring the operations of the department or statutory body are carried out efficiently, effectively, and economically
- establish and maintain appropriate systems of internal control and risk management
- establish and keep funds and accounts in compliance with the prescribed requirements
- ensure annual financial statements are prepared, certified, and tabled in Parliament in accordance with the prescribed requirements
- undertake planning and budgeting for the accountable officer's department or the statutory body, appropriate to the size of the department or statutory body.

Performance and Strategy Committee

The Performance and Strategy Committee met two times from 1 July to 31 December 2021 and was chaired by the Deputy Director-General, Corporate and Government Services.

Role

The role of the Performance and Strategy Committee was to provide advice to the CGG on:

- delivery of the department's key commitments, objectives, and milestones
- the planning, performance and reporting cycle ensuring alignment of activities including:
 - the development of performance measures and dashboard performance reporting
 - statutory reporting activities
 - business planning activities and improvements to existing business processes
 - compliance with the performance management legislative requirements
 - setting key priorities and guiding the department towards achievement of these priorities
- implementation of the strategic plan, ensuring it underpins all departmental activities
- transformational projects (focusing on leading practice) and initiatives
- changes to the operating model including the prioritisation and resourcing of new projects and initiatives (where needed)
- commitment to continuous development and improvement
- key stakeholder relationships, feedback, and strategies via the customer survey process
- learnings and outcomes
- innovative approaches and projects.

People and Capability Committee

The People and Capability Committee did not meet from 1 July to 31 December 2021 but reported directly to the CGG while DPC's Governance committee structure was under review.

Role

The role of the People and Capability Committee is to:

- drive the implementation of key workforce strategies that build a highly skilled and engaged workforce capable of delivering ongoing business outcomes
- ensure emerging risks are identified and mitigation strategies are implemented
- oversee and consider strategic priorities that:
 - embed an innovative and effective workforce that is forward thinking, embraces better ways of working and is connected and collaborative
 - builds a strategic workforce that seeks out and embraces new information, broader perspectives, and opportunities for engagement
 - drives a strong and accountable workforce that demonstrates leadership at all levels, and role models the highest standards of behaviour
 - builds a high performing workforce that is inclusive, and well-regarded for their capability, commitment, and consistency.

Risk Committee

The Risk Committee met once between 1 July to 31 December 2021, and was chaired by the Deputy Director-General, Corporate and Government Services.

Role

The role of the Risk Committee was to:

- review the department's Risk Management Framework to ensure it is appropriately managed in accordance with the Financial and Performance Management Standard 2019, Risk Management and Audit Committee Guidelines issued by Queensland Treasury and the Australian/New Zealand Risk Management Standard – ISO 31000:2018
- review and monitor the department's risk appetite and review its ongoing application
- review and monitor the department's risk profile and exposure to significant risk
- review and monitor the department's risk register and fraud and corruption register including risk treatment plans and follow up activities
- monitor and assess the adequacy of risk management policies and procedures including the Fraud and Corruption Control Policy
- oversee the department's information and communication technology (ICT) risks relating to the implementation of the ICT strategic plan and significant ICT projects
- contribute to the audit planning processes relating to the risks and threats to the department
- review the effectiveness of the department's processes for identifying, monitoring, and assessing significant emerging risk areas and, where relevant, provide recommendations to the CGG and the Audit and Risk Management Committee
- through the internal audit function, review whether relevant policies and procedures are in place and up to date, including those for the management and exercise of delegations, and ensure compliance
- through the Chief Finance Officer, review whether the financial internal controls are operating efficiently, effectively, and economically.

Glossary of terms

AASB Australian Accounting Standards Board	IGA Intergovernmental Agreement
ADC Aide-de-camp	IOC International Olympic Committee
AO Officer of the Order	ISMS Information Security Management System
ALCS Annual Leave Central Scheme	ISO International Standards Organisation
AM Member of the Order of Australia	ISSN International Standard Serial Number
ARMC Audit and Risk Management Committee	KMP Key Management Personnel
ARR Annual report requirements for Queensland Government agencies	LGBTIQ+ Lesbian, gay, bisexual, transgender/gender diverse, intersex and queer
ASX Australian Stock Exchange	LDeP Legislative Drafting and e-Publishing
ATO Australian Taxation Office	MATE Motivating Action Through Empowerment
CGG Corporate Governance Group	MOG Machinery of government
CRRR Community Recovery Ready Reserve	NAIDOC National Aborigines and Islanders Day Observance Committee
Cth Commonwealth	NFACR National Foundation for Australia-China Relations
DEPW Department of Energy and Public Works	OQPC Office of the Queensland Parliamentary Counsel
DFV Domestic and Family Violence	PSC Public Service Commission
DPC Department of the Premier and Cabinet	PSM Public Service Medal
eDRMS Electronic Document Records Management System	QAO Queensland Audit Office
ELT Executive Leadership Team	QPS Queensland Police Service
FAA Financial Accountability Act 2009	QGAO Queensland Government Accommodation Office
FBT Fringe Benefit Tax	QGIF Queensland Government Insurance Fund
FPMS Financial and Performance Management Standard 2019	QPSF Queensland Protective Security Framework
FPPR Finance, Performance and Planning and Risk Subcommittee	QTC Queensland Treasury Corporation
FTE Full-time equivalent	QUILLS Queensland Integrated Legislation Lifecycle System
GEH Government Employee Housing	RFFF Revolving Film Finance Fund
GST Goods and Services Tax	SaaS Software-as-a-Service
ICT Information and communication technology	SQ Screen Queensland
IFRIC International Financial Reporting Interpretations Committee	TIQ Trade and Investment Queensland

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Letter of compliance
Accessibility	Table of contents Glossary	ARRs – section 9.1	Contents Glossary of terms
	Public availability	ARRs – section 9.2	Communication objective
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	Communication objective
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	Copyright
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	Licence
General information	Introductory Information	ARRs – section 10	Director-General's report About the department Government's objectives for the community
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	About the department Government's objectives for the community Our people
	Agency objectives and performance indicators	ARRs – section 11.2	Policy Advice and Coordination, and Cabinet Support Engagement and Events Governance Support and Advisory Services Brisbane 2032 Taskforce Office of the Queensland Parliamentary Counsel
	Agency service areas and service standards	ARRs – section 11.3	(Appendix A) Policy Advice and Coordination, and Cabinet Support Engagement and Events Governance Support and Advisory Services Office of the Queensland Parliamentary Counsel
Financial performance	Summary of financial performance	ARRs – section 12.1	Financial Summary 2021–2022
Governance – management and structure	Organisational structure	ARRs – section 13.1	About the department
	Executive management	ARRs – section 13.2	Our leaders Corporate Support Functions Previous Corporate Support Functions – governance committees (Appendix B)
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Statutory reports
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Our people

Summary of requirement	Basis for requirement	Annual report reference	
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	Our people
	Queensland public service values	ARRs – section 13.6	Our people
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Corporate Support Functions Risk management Audit and Risk Management Committee
	Audit committee	ARRs – section 14.2	Corporate Support Functions Audit and Risk Management Committee
	Internal audit	ARRs – section 14.3	Corporate Support Functions Internal audit
	External scrutiny	ARRs – section 14.4	Corporate Support Functions External scrutiny
	Information systems and recordkeeping	ARRs – section 14.5	Corporate Support Functions Information systems and recordkeeping
	Information Security attestation	ARRs – section 14.6	Corporate Support Functions Information systems and recordkeeping
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	Our people
	Early retirement, redundancy and retrenchment	<i>Directive No.04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Our people
Open Data	Statement advising publication of information	ARRs – section 16	Corporate Support Functions Open data
	Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Financial statements 2021–2022
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Financial statements 2021–2022

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*