

ANNUAL REPORT

2024–2025

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 (DPC) financial and non-financial performance for 2024–2025. 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 DPC's *Strategic Plan 2024–2028*, the Office of the Queensland Parliamentary Counsel's *Strategic Plan 2024–2028* and the *Service Delivery Statement 2024–2025*.

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



DPC is committed to providing accessible services to Queenslanders from all cultural and linguistic backgrounds. To talk to someone about the DPC Annual Report 2024–2025 in your preferred language, call 1800 512 451 and ask to speak with the Department of the Premier and Cabinet.

The annual report is an important document representing communication and accountability. We value comments and welcome feedback from readers. To provide feedback, please complete the online survey <https://www.getinvolved.qld.gov.au/gi/consultation/13900/view.html>

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16 September 2025

The Honourable David Crisafulli MP
Premier and Minister for Veterans
1 William Street
Brisbane QLD 4000

Dear Premier

We are pleased to submit for presentation to the Parliament the Annual Report 2024–2025 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 department applying for the whole of the 2024–2025 financial year. That is, it reflects the structure, operations, and performance of the department as it now exists.

We certify that this Annual Report complies with the:

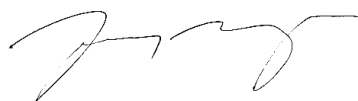
- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*
- requirements set out in the *Legislative Standards Act 1992*, and
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the Queensland Government's annual reporting requirements can be found on page 53 of this annual report.

Yours sincerely



Damien Walker
Director-General



A D Keyes
Parliamentary Counsel

About the department

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

As a central agency supporting the Premier and Cabinet, DPC leads and connects the public sector to enable the delivery of the Government's commitments and priorities for the benefit of all Queenslanders.

Our role as lead agency is to work across government and with our industry and community stakeholders to deliver on the government's objectives for the community, build trust in a strong, responsive and accountable system of government and achieve outcomes to improve the lives of Queenslanders.

Through The Cabinet Office, the department leads the policy development process across government, providing overarching strategic analysis, insights and options on key policy initiatives to deliver on the government's priorities. The department leads intergovernmental relations and supports the Premier in National Cabinet participation, while also supporting Cabinet and Cabinet Committee processes, regional and community cabinet programs, and whole-of-government performance management policy and reporting.

The Implementation Division drives delivery of Queensland Government priorities by fostering collaboration, removing barriers, and ensuring commitments are met. Using strategic futures thinking, data-driven insights, and systems thinking, the division addresses complex challenges and enables effective problem-solving. By aligning whole-of-government efforts, measuring impact, and promoting transparency, it ensures accountability and continuous improvement. The division empowers agencies and relevant stakeholders to achieve impactful outcomes for Queensland.

Through the Governance and Engagement division, the department provides communication

and engagement leadership through whole-of-government strategic communication and engagement and events support. The division also provides strategic support and advice on protocol and international engagement activities, and leads the government's support for the veterans' community, partners, and stakeholders.

The department ensures a strong and accountable government by supporting business at Executive Council, providing high-level constitutional and administration support to the Premier and Cabinet, as well as corporate support to Ministerial Offices and the Office of the Leader of the Opposition.

In 2024–2025, DPC played a crucial role in ensuring smooth governance during the pre- and post-election period in Queensland. This included overseeing the implementation of the *Guidelines on the Caretaker Conventions*, providing guidance to agencies and preparing briefing materials for the incoming government. Following the 2024 Queensland state election, DPC played a key role in implementing machinery-of-government changes, providing support with the appointment of new Ministers and coordinating the implementation of election commitments.

For DPC, the machinery-of-government changes effective 1 November 2024, saw the department welcome responsibility for supporting veterans and cross-border communities.

In March 2025, the Premier tabled the new government's objectives for the community: Safety where you live, Health services when you need them, A better lifestyle through a stronger economy, and A plan for Queensland's future. A more detailed description of these objectives and how DPC contributes to each objective can be found throughout this report.

The State Budget in June 2025 focused on delivering the government's objectives by addressing cost-of-living pressures, driving economic growth, and investing in essential services like health, education, housing, renewable energy, and delivering infrastructure for generations to come. Key initiatives include hospital expansions, school upgrades, new social and affordable housing projects, investments in renewable energy and disaster resilience, and major infrastructure projects to support long-term growth.

DPC plays a vital role as the lead agency enabling the delivery of these government priorities, providing strategic oversight, whole-of-government coordination, and ensuring alignment with our vision to lead a public service that delivers for Queenslanders.

Government's objectives for the community

The government's objectives for the community reflect the government's vision for Queensland.

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.

On 14 March 2025, the Premier tabled the new government objectives. As the First Minister's department, our strategic plan outlines how we lead the public sector to align government service delivery to the government objectives. Working together with business, industry, and community, the department plays a crucial role in overseeing implementation and communicating our collective progress.

Safety where you live: Making Queensland safer with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions, fixing our Child Safety system, ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support, and taking critical action to arrest skyrocketing rates of domestic and family violence.

Health services when you need them:
Restoring health services when Queenslanders need them most through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they're needed most, improving our EDs, reopening regional maternity wards, fast-tracking access to elective surgeries, and helping patients to be seen faster.

A better lifestyle through a stronger economy:
Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home, by respecting your money and reinstating the Productivity Commission, growing the economy in our regions, backing small and family business, boosting home ownership, easing pressure on rents, ensuring affordable and reliable energy and public transport, taking care of Queensland's vital existing and emerging industries, delivering more community housing and homelessness services, and boosting women's economic security.

A plan for Queensland's future: Planning for Queensland's future, by building the roads and infrastructure needed for a growing population – including a safer Bruce Highway, putting more teachers in safer schools and preparing young Queenslanders for the future, conserving our pristine environment that draws visitors from across the world, improving water security, and delivering a world-class Olympic and Paralympic Games that leaves a positive legacy for Queenslanders.

Director-General's report

In 2024–2025, the department continued to play a lead role in supporting the Premier, Cabinet, and the people of Queensland.

I am pleased to present the Department of the Premier and Cabinet's Annual Report for 2024–2025, highlighting our priorities, achievements, and the work we have delivered in service to Queenslanders.

The first half of the year focused on supporting the public sector's transition into the Caretaker period prior to the General State Election in October 2024, a critical body of work that upholds the democratic process. The department played a key role in providing guidance on the *Caretaker Conventions*, ensured the continuity of essential government services and coordinated election-related preparations across the sector.

This included supporting the last ordinary meeting of Executive Council, the dissolving of the 57th Parliament, and the issuing of the writ for the election.

Following the election, DPC supported the swearing-in of the new Queensland Government Ministry and led preparations to ensure the new government was equipped to begin governing immediately and effectively.

Two State Parliamentary sittings in December 2024 of the 58th Parliament progressed key legislative reforms promised by the incoming government.

I had the privilege of commencing as Director-General in December 2024 and am proud to lead a First Minister's department that continues to demonstrate excellence and focus on delivering for Queensland. I acknowledge the leadership and contribution of my predecessor, Mike Kaiser, during the first half of the reporting period, which helped lay the foundation for a smooth transition. I also acknowledge David Mackie who led the department in the interim through the change of government post the state election.

In its central agency role working across Government, the department has supported key initiatives underpinned by the government's objectives for the community.

January 2025 saw the Premier's Mid-Year Fiscal and Economic Review announcement, committing to supporting a world-class public service to ensure that we can deliver services and build the infrastructure that Queenslanders need.

February brought the successful delivery of the Government's 100 days commitments, with a key focus on the timely implementation of government commitments.

From January to March, the department was called on to enact our multiple critical roles under the Queensland State Disaster Management Committee arrangements, providing support to the Premier and crisis communication across government. This was in response to the record-breaking flooding in January in north and north-west Queensland and, in March in the south-east with Tropical Cyclone Alfred. This support continued through the recovery phase to ensure disaster-affected communities received the help they needed.

In March, the government's objectives for the community were released, focusing on community safety, better health services, a stronger economy, and planning for Queensland's future.

The year rounded out with the department supporting the delivery of the 2025–2026 State Budget—tabled on 24 June 2025—that outlined how the government is delivering for Queensland with record investment in health, cost-of-living relief, action on youth crime, community safety, and housing and homelessness support.

The public sector plays a vital role in shaping the future of our state, and it is the dedication, expertise and commitment of our people that make that possible. I thank all Queensland public servants for the incredible work they undertake every day, delivering the services, programs and infrastructure for communities across our diverse state.

Finally, I extend my deep appreciation to the team at DPC for your professionalism and passion to ensure we continue to deliver for Queenslanders.

Damien Walker
Director-General

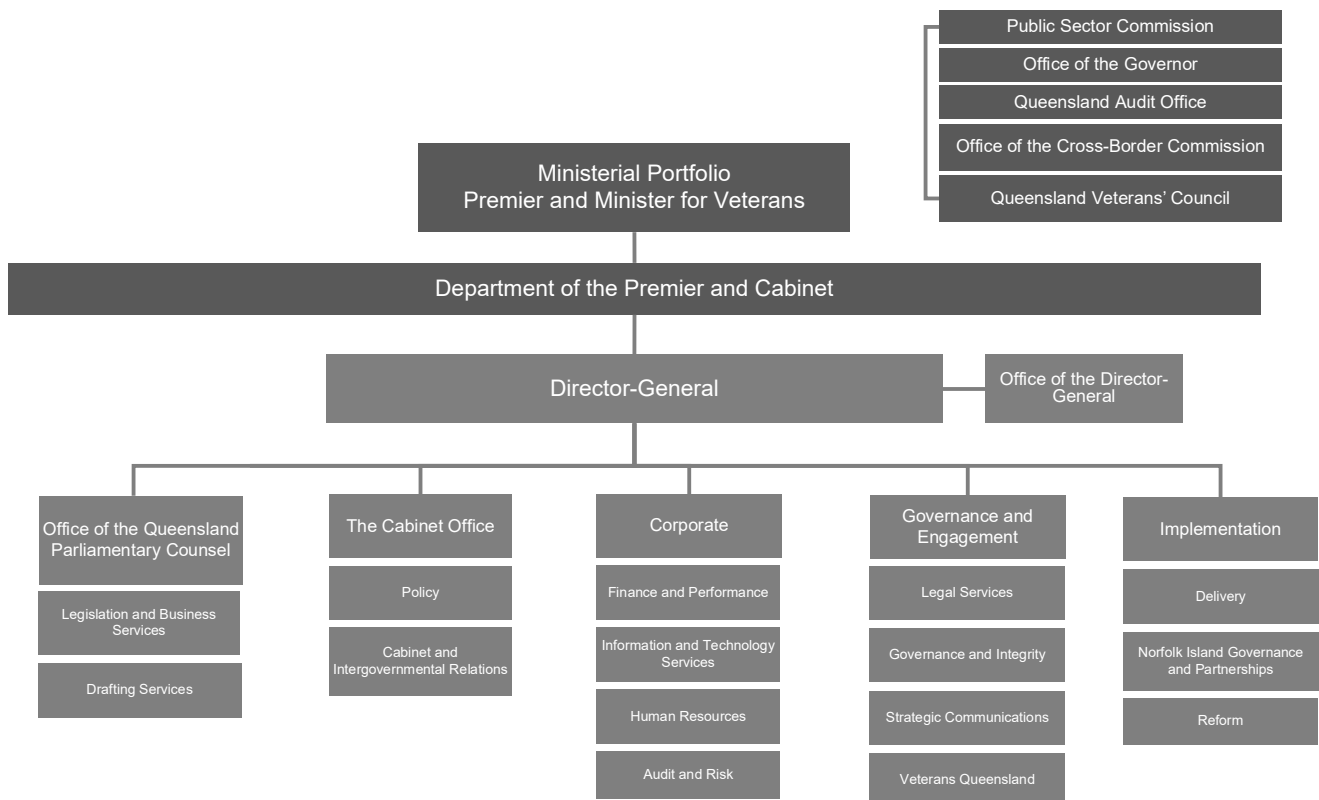
Organisational structure

DPC delivers its services through the structure outlined in the organisational chart below. The Ministerial portfolio of the Premier in 2024–2025 includes the following bodies:

- Public Sector Commission
- Office of the Governor
- Queensland Audit Office
- Queensland Veterans' Council

For further information, please refer to each agency's annual report on their websites.

The chart below represents the departmental structure as at 30 June 2025.



Machinery-of-government changes

Incoming functions

The following table outlines those functions that joined the department due to machinery-of-government changes on 1 November 2024 and the related annual report/s where the financial statements* can be found for the 2024–2025 reporting period.

Joined the department	Date of transfer	Related Annual Report *
Office of the Cross-Border Commissioner	1 November 2024	Department of Local Government, Water and Volunteers
Office for Veterans	1 November 2024	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism

* Financial statements for the period 1 July 2024 – 31 October 2024 can be found in the related annual report, noting the Office of the Cross-Border Commissioner was established in August 2024.

Outgoing functions

The following table outlines those functions that left the department due to machinery-of-government changes on 1 November 2024 and the related annual reports where the non-financial performance information# and financial statements* can be found for the 2024–2025 reporting period.

Left the department	Date of transfer	Related Annual Report **
Office of First Nations Engagement and Innovation	1 November 2024	Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism

* Financial statements for the period 1 November 2024 – 30 June 2025 can be found in the related annual report.

Non-financial performance for the full financial year period 1 July 2024 – 30 June 2025, can be found in the related annual report.

Incoming and outgoing statutory bodies

As a result of machinery-of-government changes on 1 November 2024, responsibility for the Queensland Veterans' Council (QVC) transferred to the Premier's portfolio. QVC is required to produce its own annual report.

The Office of the Queensland Integrity Commissioner (OQIC) transferred out to the portfolio of the Attorney General, Minister for Justice and Minister for Integrity. The OQIC is required to produce its own annual report.

Our Strategic Plan 2024–2028

Our **vision** – an informed and influential department that delivers for Queenslanders.

Our **purpose** – to lead the public sector to provide government with the best advice for the best outcomes.

Our guiding **principles** are:

Bold but faithful

We approach our work with courage and candour for the people of Queensland.

Get it done

We take responsibility and see things through.

Back the facts

We seek the best approach backed by experience, expertise and evidence.

Listen and lead

We work together and with others to achieve great outcomes.

Lift each other up

We champion and support each other and take pride in our work together.

Our **strategic objectives** and related **strategies** are:

Outstanding advice supporting good decision-making.

- Provide excellent policy advice to support effective decision-making.
- Ensure outstanding Cabinet and parliamentary support.
- Provide support to achieve the best outcomes for Queensland in intergovernmental forums.
- Ensure that cross-border communities are engaged and consulted to inform good decision-making and achieve positive outcomes.

Better service delivery for Queenslanders.

- Improve outcomes in existing programs and implement new approaches to drive delivery of the government's priorities.
- Enlist behavioural economics and research insights to inform reform proposals, good decisions, engagement and communications.
- Strengthen implementation of the government's Performance Management Framework across the public sector and drive delivery of the government's commitments.

An accountable and effective government.

- Provide efficient and effective support for Executive Council.
- Provide policy and operational advice on government boards, executive government, constitutional and machinery-of-government and public accountability matters.

An informed and connected Queensland.

- Lead whole-of-government strategic communications, to ensure efficient and aligned public messaging.
- Lead, partner and coordinate community engagement programs and events that align with government priorities.
- Provide strategic support and advice on protocol and international engagement matters and coordination of official functions and ceremonial protocol to advance Queensland's interests.
- Enhance engagement with the veterans' community, partners and stakeholders to develop, coordinate and implement policies, programs and initiatives to support veterans.

An empowered, effective and accountable department.

- Develop, attract and retain a skilled and capable workforce.
- Cultivate an inclusive and diverse workplace that is healthy and safe and supports workforce needs.
- Effectively and efficiently manage and develop our resources to support the work of the department.
- Continuously improve corporate governance, security and risk management practices.
- Drive the development of optimal, future-focused business processes and systems.
- Provide effective support to Ministerial Offices and the Office of the Leader of the Opposition.

The objectives are assessed through efficiency and effectiveness measures outlined in Appendix A of this report and the fifth objective is outlined in the 'Our people' section of this report.

In a rapidly changing environment, DPC continues to manage risks and realise opportunities.

Our strategic risks:

- Providing misaligned and / or untimely advice for government decision-making.
- Providing inaccurate and / or untimely governance advice for the proper administration and functioning of government.
- Failing to prepare quality / timely legislative drafting and access, to support Queensland's democratic process.
- Planning for and maintaining robust information and technology solutions to protect against cyber threats or information loss.

Our strategic opportunities:

- Developing and maintaining a capable, resilient, safe, and resourced department.
- Deploying innovative implementation approaches for timely delivery of departmental and whole-of-government service delivery aligned to government's priorities.
- Actively engaging and connecting stakeholders across Queensland with government priorities and decisions.

We value and respect Aboriginal cultures 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 2024–2028* is available on our website www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx

Government Decision Support

The service area provides outstanding strategic policy advice and insights to support government decisions on key social, economic, law and justice, environment and planning policy. The service area provides whole-of-government policy coordination, advice and leadership that supports the government's policy agenda, as well as playing a key role in disaster and crisis coordination support. The service area also supports timely decision-making through the Cabinet and Cabinet Committee processes, and the delivery of Regional and Community Cabinet. It also provides support for cross-border communities and drives the government's objectives in intergovernmental forums and initiatives.

Key achievements for 2024–2025

- Delivered strategic advice to Cabinet and Cabinet Budget Review Committee (CBRC) on key issues of importance, including policy reform, legislative amendments, budget processes, agency funding proposals, and budget measures.
- Supported line agencies in the development of evidence-based policy, legislative reform, and delivery of key policy initiatives across all government portfolios.
- Continued to support Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Committee and the Crisis Communication Network. This included reviewing existing crisis arrangements to ensure they reflect best-practice, identifying gaps to be addressed, and proactively driving a whole-of-government approach to crisis communication preparedness, training, and response through the delivery of training scenarios and exercises related to natural disasters, crises, and emergency response.
- Supported the Premier and Cabinet in delivering the Cabinet and Cabinet Committee agenda, the Regional and Community Cabinet program, and provided whole-of-government coordination and advice on parliamentary processes and procedures.
- Progressed reforms to the Estimates process including amendments to the *Parliament of Queensland Act 2001*, ensuring the Speaker and Deputy Speaker chair the public Estimates hearings.
- Provided whole-of-government leadership and advice on the Proactive Release Scheme to enhance transparency in government decision making by publishing relevant Cabinet material online within 30 business days of Cabinet's consideration.
- Negotiated the best policy position for Queensland through national engagement forums, including National Cabinet and the Council for the Australian Federation.
- Performed a leadership and coordination role across government to ensure Queensland was well positioned to address government-wide issues through intergovernmental forums and national forums supporting Australia's international agreements and engagements.

Future directions for 2025–2026

- Continue to support the Premier and Cabinet in the coordination and delivery of the Cabinet and Cabinet Committee agenda and the delivery of Regional and Community Cabinet.
- Continue to provide whole-of-government coordination and advice on the parliamentary legislative program, parliamentary processes and procedures.
- Support the CBRC with advice on formulating and delivering 2025–2026 mid-year fiscal and economic review (MYFER) and the 2026–2027 State Budget.
- Continue to support line agencies in the development of evidence-based policy, legislative reform, and delivery of key policy initiatives across all government portfolios, including energy, primary industries, resources, tourism, transport, planning, health, education, child safety, youth justice, police, justice, and housing.
- Continue to provide effective coordination and support for Queensland’s disaster management, counter-terrorism, cyber security, and critical infrastructure arrangements, as part of delivery of DPC’s All Hazards Crisis Capability.
- Support the Premier and DPC Senior Officials to achieve beneficial policy outcomes for Queensland through national intergovernmental policy forums including National Cabinet and the Council for the Australian Federation.
- Continue to support delivery of federal funding arrangements and national policy reform initiatives for a range of key sectors, including health and disability.

Our performance

Service standards in DPC’s *Service Delivery Statement 2024–2025* were used by the department and the government to assess overall performance of the service area. These can be found in Appendix A.

Government Service Delivery Implementation Support

The service area is responsible for improving outcomes in existing programs and implementing new and improved approaches to drive delivery of the government's priorities and objectives. The service area works closely with delivery agencies to progress service priorities and improve in-house implementation and program evaluation capability through strategic thinking, collaboration, and data-driven solutions to drive impactful outcomes for Queensland.

The service area strengthens implementation of the *Queensland Government Performance Management Framework* policy across the public sector and is responsible for Queensland's obligations under the Norfolk Island Intergovernmental Partnership to provide state-level services to Norfolk Island.

Key achievements for 2024–2025

- Continued to work with partner agencies to improve the delivery of key services and priorities, including in housing and reducing victims of crime.
- Continued to explore opportunities to support agencies to deliver improved services for Queensland communities.
- Continued to build its reputation as a trusted and expert advisor on critical delivery initiatives.
- Led whole-of-government processes for the implementation, monitoring, and reporting of government commitments and decisions.
- Created awareness of the need to focus on implementation as a discipline in seeking improved outcomes.
- Continued to drive capability uplift in governance and accountability through the *Queensland Government Performance Management Framework* policy.
- Drove meaningful change through key behavioural economics research projects addressing government challenges including victims empowerment research, health reform for older Queenslanders, optimising the use of blue cards, streamlining the home education application and reporting process, and fostering social licence for Queensland's energy transition.
- Contributed to the design of the new governance body for Norfolk Island, through membership on Norfolk Island Governance Council.
- Considered proposals for further service delivery in line with community, the Australian Government and Queensland priorities for services on Norfolk Island.

Future directions for 2025–2026

- Improve delivery of impactful outcomes on the government's priorities and commitments to Queenslanders.
- Work collaboratively with agencies to continue to build capability in the implementation of the *Queensland Government Performance Management Framework* policy, which will maintain and improve service performance across government.
- Analyse trends, design and test innovative solutions, deliver strategic policy advice, collaborate across agencies, and shape transformative reforms to address complex challenges and identify future opportunities.
- Apply advanced analytics to produce actionable insights, guide implementation, monitor progress, and measure impact.
- Contribute to the transition of the new governance body for Norfolk Island, through membership on Norfolk Island Governance Council.
- In partnership with the Australian Government, continue to improve service delivery and investigate solutions to service gaps on Norfolk Island.

Our performance

The service standard in DPC's *Service Delivery Statement 2024–2025* used by the department and the government to assess overall performance of the service area can be found in Appendix A.

Governance Support and Advisory Services

The service area provides policy and operational advice and support to the Premier and the public sector in relation to constitutional, executive government, and machinery-of-government matters, and supports administration of business before Executive Council. The service area also supports Ministerial Offices and the Office of the Leader of the Opposition.

Key achievements for 2024–2025

- Supported the implementation of new policy requirements arising from the *Information Privacy and Other Legislation Amendment Act 2023*, which commenced on 1 July 2025.
- Supported the Governor and Executive Councillors to perform their constitutional duties, including facilitating 54 Executive Council meetings.
- Provided advice to government agencies on the *Guidelines on the Caretaker Conventions* for the 2024 State General Election and led the coordination of incoming government briefs.
- Led the swearing-in of the Ministry following the 2024 State General Election.
- Facilitated the transition of government arrangements, including on/off boarding of staff, establishment of ministerial and opposition offices, and financial and administrative arrangements.
- Delivered induction for Ministers, Assistant Ministers and ministerial staff.

Future directions for 2025–2026

- Lead a review of existing Queensland government bodies.

Our performance

Service standards in DPC's *Service Delivery Statement 2024–2025* were used by the department and the government to assess overall performance of the service area. These can be found in Appendix A.

Engagement and Events Support

The service area leads whole-of-government strategic communication and engagement to enhance the government's profile and to communicate with all Queenslanders. Activities include whole-of-government strategic communication management, including disaster and crisis communication, government advertising, external relations support, and best-practice event delivery and sponsorship strategy to deliver economic and community benefit. The service area also provides strategic support and advice on protocol and international engagement activities and engages communities and provides support for the veterans' community, partners, and stakeholders.

Key achievements for 2024–2025

- Delivered best-practice communication and media services as well as capability development through ongoing leadership of the Heads of Communication Network, Heads of Media Network and associated specialist subcommittees.
- 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 93 advertising campaigns approved to proceed to market in 2024–2025.
- Designed and delivered communication and media activities, campaigns, and strategies to engage and inform Queenslanders. This included leading major advertising campaigns on key government priorities and delivering the 2025 Queensland Day statewide campaign that reached more than four million people.
- Led best practice event delivery and sponsorship strategy across government and administered the Events Sponsorship Fund to deliver high-value events aligned with government priorities.
- Oversaw 11 outgoing sponsorships, including Mount Isa Mines Indigenous Rodeo Championships, Lifesaving World Championships, Brisbane Festival Community Engagement Program, Australian Women in Music Awards, Shine on Gimuy, Ability Fest, MRO Australasia, Queensland Premier's Drama Awards, evokeAg, Screen Forever, and Australian Heavy Vehicle Industry Week.
- Acquired 10 incoming sponsorship arrangements to support the delivery of a range of core events and awards programs, including the 2025 Queensland Reconciliation Awards and the 2025 Queensland Day program.
- Planned and delivered events, awards, and programs, including a Welcome Home Parade celebrating the success of our Queensland Olympic and Paralympic athletes who competed at the Paris 2024 Olympic and Paralympic Games, the Queensland Day statewide program, and the 2025 Queensland State Budget Student Experience.

- Continued to lead whole-of-government crisis communication arrangements for natural disaster events, including the 2025 North Queensland Floods, Tropical Cyclone Alfred, and the Southwest Queensland flooding.
- Provided cross-government training and preparedness activities in crisis communication for All Hazards events including cyber security and counter-terrorism.
- Delivered community events supporting Queensland's strong international relationships and multicultural communities, including the Indian Community Reception and the Lunar New Year Reception.
- Contributed to the delivery of State Occasions, including the Opening of the 58th Parliament in November 2024, the State Funeral for the former federal Minister for Defence, the Hon. John Moore AO, in February 2025, and observances for the passing of Pope Francis, Bishop of Rome and head of the Catholic Church.
- Facilitated 10 Heads of Post and Heads of Mission official visit programs and associated official hospitality meetings – including for the Ambassadors of Germany, Spain and Denmark, and the High Commissioner for Canada – and 17 courtesy meetings with foreign government representatives.
- Delivered a briefing in 2025 to the Queensland Consular Corps to facilitate updates from Queensland Government agencies, including the Department of Sport, Racing and Olympic and Paralympic Games, the Games Independent Infrastructure and Coordination Authority, and the Queensland Police Service.
- Coordinated Queensland Government consultation for Australian diplomats including the Australian High Commissioner to New Zealand in February 2025 and the Ambassador to the United States of America in June 2025.
- Provided leadership and strategic advice on protocol matters and observances, including retention of the Title Honourable, Flying of Flags, State Emblems, State Funerals, and Premier Patronage policies.
- Led whole-of-government coordination and oversight of veterans' matters, coordinated veterans' policy and delivered veterans' grants and employment programs.
- Continued to deliver the whole-of-government veterans' mentoring program, the Queensland Government Veterans' Network program and enhancements to the Queensland Veterans' Portal.
- Supported the Queensland Veterans' Council:
 - through the provision of secretariat functions
 - in its management of Anzac Square and the operation of its onsite Memorial Galleries
 - to deliver the 2024 Anzac Day Trust Fund Grant program, providing grants to the veteran community.
- Delivered the third round of the Queensland Remembers Grants Program to veterans' organisations for capital works programs and grants for memorials, events, and projects.
- Provided funding and support for the delivery of:
 - veterans' employment services at The Oasis Townsville
 - advocacy and legal assistance services through the Townsville Veterans' Legal Service
 - free TAFE and apprenticeships for up to 300 veterans transitioning to civilian employment
 - homelessness support services to veterans and their families through The Salvation Army
 - Veterans' Health and Wellbeing grants for research and programs that seek to improve health and wellbeing outcomes for veterans across the State.
- Continued to support ministerial representation on the Veterans' Ministerial Council, and participated in the Commonwealth, States and Territory Committee (CSTC).

Future directions for 2025–2026

- Continue to deliver best-practice communication and media approaches and capability development through ongoing leadership of the Heads of Communication Network, Heads of Media Network and associated specialist subcommittees.
- Enhance online platforms to ensure a more accessible, aligned, and timely experience for Queenslanders interacting with government on the issues that are important to them and their community.
- 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 governance for whole-of-government advertising.
- Design communication and media activities and strategies to engage, inform, and celebrate Queenslanders.
- Continue to lead Queensland Government campaigns—in collaboration with line agencies—to effectively engage with communities on how the government is delivering for Queensland on key government priorities, issues, and events through a consistent voice and brand.
- Lead and advise best practice in event delivery and sponsorship strategy across government and administer the Events Sponsorship Fund to drive economic and community benefit through attracting, leveraging, and delivering high-value events aligned with government priorities.
- Enhance the government's profile and engagement opportunities by delivering events and awards on behalf of the Premier to communicate key policies, initiatives, and community engagement programs.
- Lead the Queensland Government's Heads of Mission visits' program to enhance and profile Queensland's international reputation.
- Continue to provide strategic advice and leadership on protocol and ceremonial matters, including leadership of related policies.
- Continue to lead Queensland's disaster management and All Hazards crisis response arrangements, including the Crisis Communication Network and support for the Queensland Disaster Management Committee.
- Review existing disaster and crisis communication arrangements to ensure they reflect best-practice and to identify gaps to be addressed whilst proactively driving a whole-of-government approach to crisis communication preparedness, training, and response through the delivery of training scenarios and exercises.
- Develop a Queensland Veterans and Veterans' Families Strategy, supported by broad public and veterans community consultation.
- Develop a suite of new programs and initiatives to support Queensland veterans and their families, including the Honouring our Veterans Grants Program.
- Work with the Australian Government to implement the relevant recommendations of the Royal Commission into Defence and Veteran Suicide.
- Oversee and lead the commitment to construct a new Cenotaph at Maudsland and enhance the Upper Coomera Cenotaph.

Our performance

Service standards in DPC's *Service Delivery Statement 2024–2025* were used by the department and the government to assess overall performance of the service area. These can be found in Appendix A.

Legislative Drafting and e-Publishing

Legislative Drafting and e-Publishing (LDeP), through the Office of the Queensland Parliamentary Counsel (OQPC), provides drafting and e-publishing services for Queensland legislation.

This service supports parliamentary democracy in Queensland by drafting legislation, ensuring the statute book is of the highest standard, and arranging public access to legislation and legislative information. LDeP makes a special contribution by advising on the application of fundamental legislative principles to ensure legislation has sufficient regard to the rights and liberties of individuals and the institution of Parliament.

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. OQPC 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 2024–2025

- Pursued 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.
- Strengthened strategic engagement with partners and fostered stewardship of innovation and change.
- Significant legislation drafted and introduced within the reporting period included:
 - *Crime and Corruption (Reporting) Amendment Bill 2024*
 - *Brisbane Olympic and Paralympic Games Arrangements and Other Legislation Amendment Bill 2024*
 - *Queensland Productivity Commission Bill 2024*
 - *Making Queensland Safer Bill 2024*
 - *Revenue Legislation Amendment Bill 2024*
 - *Trusts Bill 2025*
 - *Queensland Academy of Sport Bill 2025*
 - *Crime and Corruption (Restoring Reporting Powers) Amendment Bill 2025*
 - *Education (General Provisions) Amendment Bill 2025*
 - *Making Queensland Safer (Adult Crime, Adult Time) Amendment Bill 2025*
 - *Domestic and Family Violence Protection and Other Legislation Amendment Bill 2025*
 - *Planning (Social Impact and Community Benefit) and Other Legislation Amendment Bill 2025*
 - *Revenue and Other Legislation Amendment Bill 2025.*
- Significant subordinate legislation drafted and made in the reporting period included:
 - *Water and Other Legislation Amendment Regulation 2024*

- *Planning and Other Legislation Amendment Regulation 2024*
 - *Major Events (Pacific Airshow Gold Coast) Regulation 2024*
 - *Tow Truck Regulation 2024*
 - *Justice (Decriminalising Sex Work) and Other Legislation Amendment Regulation 2024*
 - *Civil Proceedings Regulation 2024*
 - *Work Health and Safety (Sexual Harassment) Amendment Regulation 2024*
 - *Corrective Services (Searches and Testing) Amendment Regulation 2024*
 - *Criminal Practice (Subsequent Appeals) Amendment Rule 2024*
 - *Electoral Regulation 2024*
 - *Forestry Regulation 2024*
 - *Nature Conservation (Protected Areas Management) Regulation 2024*
 - *Recreation Areas Management Regulation 2024*
 - *Body Corporate and Community Management (Body Corporate Certificates) and Other Legislation Amendment Regulation 2024*
 - *Major Events (British and Irish Lions Tour) Regulation 2025*
 - *Fire Services and Other Legislation Amendment Regulation 2025*
 - *Right to Information Regulation 2025.*
- Made effective use of technological resources to enhance the services provided. The Queensland Integrated Legislation Lifecycle System (QuILLS) 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.

At a glance in 2024–2025

33 government Bills	12,859,245 legislative website page views
306 total legislative instruments	29 amendments during consideration in detail
159,481 total pages reprinted	734 total reprints
5 private members' Bills	239 items of subordinate legislation
4,211 total pages drafted	17 indicative reprints

Future directions for 2025–2026

- OQPC will continue to contribute to the government's commitments and legislative program by drafting, editing and publishing legislation.

Our performance

Service standards in DPC's *Service Delivery Statement 2024–2025* were used by the department and the government to assess overall performance of the service area. These can be found in Appendix A.

OQPC Strategic Plan 2024–2028

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
- strategic engagement with partners
- stewardship of innovation and change.

The **strategic objectives** are:

Excellence in legislative drafting and access: we identify and adopt best practice in drafting Bills, amendments to Bills, and proposed subordinate legislation, having regard to fundamental legislative principles and compatibility with human rights; 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 attract, develop and retain a highly skilled and high-performing workforce; align establishment and ongoing resources with legislation program demands; provide our people with a range of opportunities for ongoing professional and personal development; continue to support the focus on mental health and wellbeing; improve the effectiveness of our performance development processes; and 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; continue to increase awareness, provide access to support mechanisms, and destigmatise mental health issues in the workplace; implement cultural capability action plan and disability service plan actions; improve regular internal communication, seeking views, listening to staff, clearly communicating and explaining management decisions, and openly discussing issues as they arise; and encourage greater office-wide cohesion.

Strategic engagement with partners: we build stronger functional relationships and open channels of communication with DPC, the 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.

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; utilise the Technology Advisory Group to generate, review, and recommend current and future system enhancements; and continually review existing, emerging and technological trends and systems to advance OQPC business systems.

The OQPC *Strategic Plan 2024–2028* is available at www.oqpc.qld.gov.au

Our people

DPC's workforce provides a broad range of services to the Premier and Cabinet and government, while collaborating across the sector to achieve outcomes for Queensland. We are committed to building a highly capable and engaged workforce, ensuring our people deliver for Queenslanders now and into the future.

The DPC *Strategic Workforce Plan 2024–2028* (SWP) supports our vision of an influential, empowered, and safe workforce and our purpose to build a highly capable and engaged workforce that ensures our people deliver for Queenslanders now and in the future. The SWP is underpinned by the DPC guiding principles (refer to page 11).

These guiding principles shape the way we work together to do business and allow us to harness opportunities for innovation. Through our guiding principles, DPC upholds and maintains the Queensland public service values of Customers first, Ideas into action, Unleash potential, Be courageous and Empower people.

Key achievements for 2024–2025

Workforce

- Expanded the Policy Futures Graduate Program to 80 graduates in 2025, increasing the pipeline of top university talent for policy roles in the Queensland public sector.
- Successfully delivered the department's largest mentoring program to date, fostering stronger cross-agency relationships and promoting innovative ways of working.
- Continued to develop leaders of influence at all levels, driving performance through the Employee Development Program and Management Development Program.

Work

- Improved workforce reporting and enhanced access to the workforce dashboards, providing leaders with better tools to support workforce planning, management, and informed decision-making.
- Provided opportunities to strengthen employee communication and collaboration through staff and leadership forums.
- Delivered three whole-of-government Speaker Series' designed to inform, challenge, and inspire Queensland public sector employees to deliver exceptional outcomes for the State.
- Continued to improve our talent attraction practices and resources to build our workforce capability and increase diversity.

Workplace

- Emphasised the importance of our workforce reflecting the diversity of Queensland's community through the Equity and Diversity Audit process and aligned future actions with our SWP to enhance maturity and embed sustainable practices.
- Reinforced our commitment to a safe, inclusive, and healthy workplace by implementing initiatives that promote both psychosocial and physical safety, while investing in the development of our leaders to foster a positive workplace culture and implement demonstrable practices that support a respectful and diverse workforce.

- Advanced our commitment to diversity groups and targets by supporting community events, promoting access to support mechanisms and resources, and delivering targeted training and awareness programs.
- Strengthened our commitment to preventing Domestic and Family Violence (DFV) and workplace sexual harassment by providing targeted resources and support to those affected.
- Contributed to the community through the DPC Gives initiative, supporting organisations such as Micah Projects, the Healing Foundation, Foodbank, and Darkness to Daylight.

Working for Queensland survey

In September 2024, DPC employees participated in the annual Working for Queensland survey (WFQ) which explored employee perceptions of our workplace, including employee engagement, job satisfaction, and leadership.

DPC's response rate was 98 per cent, with results higher than public sector averages across all job resources categories including:

- **social support:** 88 per cent positive (8 per cent higher than the public sector average)
- **your job:** 86 per cent positive (10 per cent higher than the public sector average)
- **employee engagement:** 77 per cent positive (16 per cent higher than the public sector average).

In response to the 2024 WFQ, recruitment, employee wellbeing, and professional development continue to be a focus for driving further positive workplace change.

Industrial and Employee Relations

DPC's Agency Consultative Committee met regularly to promote meaningful consultation between DPC management and the Together union. The committee deals with matters related to the State Government Entities Certified Agreement and those that impact our workforce, including organisational change.

Public Sector Ethics Act 1994

- DPC upholds the ethics principles outlined in the *Public Sector Ethics Act 1994* by ensuring all staff understand their obligations through mandatory Ethics and Code of Conduct training. Delivered via the department's online learning management system, this training is completed during onboarding and refreshed annually, alongside training programs on Fraud and Corruption Control, Internal Controls, and Financial Responsibilities.
- DPC is also committed to the proactive identification and management of conflicts of interest, regularly highlighting relevant information and ensuring robust processes are in place to address potential risks, thereby maintaining public trust and confidence.
- These initiatives foster a strong and accountable workforce and reinforce the importance of accountability and transparency in all decision-making processes.

Human Rights Act 2019

DPC continues to embed the provisions of the *Human Rights Act 2019* (the Act) into business activities, providing decision-making frameworks and step-by-step guides to support employees to make decisions and behave in a way that is compatible with the Act.

Actions taken during 2024–2025 to entrench human rights into the department's activities included:

- ensuring that best practices regarding compatibility with human rights were applied in the development of policies and legislation
- collaborating with the Queensland Human Rights Commission to deliver an Introduction to the Human Rights Act training session attended by 40 Policy Futures graduates
- actively embedding the concept of human rights compatibility into all decisions and processes
- participating in and sharing information, training, and events related to Human Rights, such as Human Rights Week, webinars, and panel events to champion human rights for Queenslanders.

DPC received no human rights complaints in relation to DPC actions or activities between 1 July 2024 and 30 June 2025.

Future directions for 2025–2026

Workforce

- Deliver on a government election commitment to build a home-grown public service by establishing the Future Leaders Graduate Program. This will see 100 graduates commence in February 2026 across policy and other key priority professions. The program will also include regional experiences, and dedicated pathways for people in disability and Aboriginal and Torres Strait Islanders.
- Redesign recruitment and selection processes, training, and support to simplify and ensure a contemporary and person-centred approach to attracting the best talent.
- Strengthen our contemporary leadership capabilities to equip our leaders with the knowledge and skills needed to foster a respectful, safe, and inclusive workplace contributing to the goal of the best public sector in Australia.

Work

- Use technology, including AI and digital capability, to increase our effectiveness and efficiency.
- Continue to strengthen our use of data analytics to improve decision-making and service delivery.

Workplace

- Seek opportunities to increase our workforce agility and mobility as we adapt to change and ensure alignment of our workforce with our strategic goals.
- Continue to promote and improve our shared commitment to wellbeing and a supportive work environment.

Workforce profile 2024–2025

The following is a snapshot of the department's workforce profile and diversity representation for 2024–2025 based on June 2025 Minimum Obligatory Human Resources Information (MOHRI)^{1, 2} data.

Workforce profile data

Total staffing	FTE	Headcount
Department of the Premier and Cabinet	498.00	520

Occupation type	Percentage of total workforce (calculated on FTE)
Corporate	38.36%
Frontline and frontline support	61.64%

Appointment type	Percentage of total workforce (calculated on FTE)
Permanent	66.51%
Temporary	27.93%
Casual	0.04%
Contract	5.52%

Employment status	Percentage of total workforce (calculated on headcount)
Full-time	89.04%
Part-time	10.77%
Casual	0.19%

Notes:

¹ MOHRI FTE data for fortnight ending 27 June 2025.

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

³ To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers are replaced by <5 and percentages by N/A.

Target group data³

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	360	69.23%
Man	157	30.19%
Non-binary	<5	N/A
Another term	<5	N/A
Not disclosed	<5	N/A
Diversity groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	360	69.23%
Aboriginal peoples and Torres Strait Islander peoples	9	1.73%
People with disability	37	7.12%
Culturally and linguistically diverse – Speak a language at home other than English [^]	43	8.27%
	Women (headcount)	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s155 equivalent combined)	39	67.24%
Senior Executive Services and Chief Executives (Classified and s155 equivalent combined)	26	74.29%

[^]This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

Early retirement, redundancy and retrenchment

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

Corporate Governance

Executive Leadership Team

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

The ELT met regularly to address emerging issues, with one meeting held every month to discuss governance matters and subcommittee business (Executive Governance Group).

In 2024–2025, the ELT held 25 meetings.

Membership July 2024 – April 2025

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

- Associate Director-General, The Cabinet Office
- Associate Director-General, Governance and Engagement
- Associate Director-General, Implementation
- Deputy Director-General, People and Services
- Parliamentary Counsel, Office of the Queensland Parliamentary Counsel (attended monthly Executive Governance Group only)
- Chief Executive Officer, Office of First Nations Engagement and Innovation (attended monthly Executive Governance Group only until 1 November 2024).

With machinery-of-government changes, and a refresh of the department, changes to ELT membership and Terms of Reference were revised and approved in May 2025.

Membership May 2025 – June 2025

- Director-General (Chair)
- Associate Director-General, The Cabinet Office
- Associate Director-General, Governance and Engagement
- Associate Director-General, Implementation
- Deputy Director-General, Corporate
- Parliamentary Counsel, Office of the Queensland Parliamentary Counsel (attends Executive Governance Group only)
- Executive Director, Office of the Director-General.

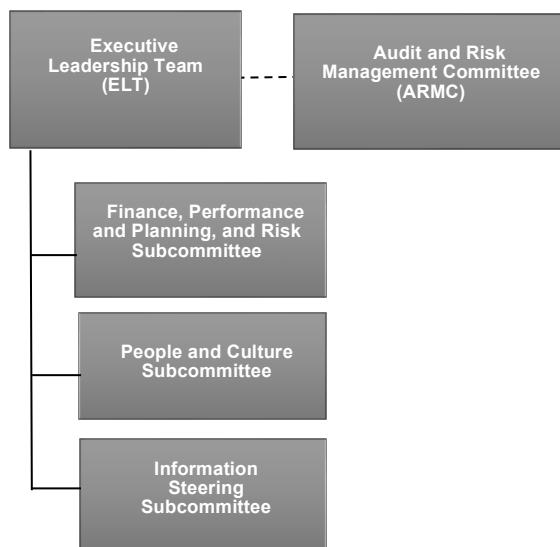
The role of the ELT is to:

- 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.

Governance Subcommittees

To manage the department's key duties and responsibilities, subcommittees support the function of the ELT. These subcommittees provide regular updates to the ELT at the monthly Executive Governance Group meetings on the progress of their respective key focus areas.

The department's committee structure is as follows:



Finance, Performance and Planning, and Risk Subcommittee

The Finance, Performance and Planning, and Risk (FPPR) Subcommittee meets quarterly and reports to the ELT. In 2024–2025, the subcommittee met four times and was chaired by the Deputy Director-General, The Cabinet Office.

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 *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019*, and the *Queensland Government's Performance Management Framework Policy*.

Risk

- Monitor the identification and treatment of strategic risks and operational risks, including the protective security of information, financial controls, personnel, assets, and ICT matters.
- Ensure the risk management function operates effectively, efficiently, and economically.
- Report promptly to the Director-General, the 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 the ELT. In 2024–2025, the subcommittee met four times, and was chaired by the Deputy Director-General, Corporate (previously People and Services).

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 its capability, commitment, and consistency.

Information Steering Subcommittee

The Information Steering Subcommittee meets quarterly and reports to the ELT. In 2024–2025, the subcommittee met three times and was chaired by the Executive Director, Legislation and Business Services, Office of the Queensland Parliamentary Counsel (OQPC).

Role

The role of the subcommittee is to oversee DPC's information management and information security risks, initiatives, and overall Information and Communication Technology (ICT) strategies to ensure departmental, responsible entities, and whole-of-government priorities are met. Specifically, the subcommittee:

- provides oversight to the ELT of relevant ICT-based risks and initiatives
- enables collaboration and information sharing related to ICT-based risks and initiatives between DPC, OQPC, and the Public Sector 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 2024–2025, the ARMC observed its terms of reference having due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*. The ARMC met four times during 2024–2025, holding four standard committee meetings.

In addition, the ARMC Chair met with the Director-General twice during the year to discuss ARMC matters.

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

Role

The ARMC provides independent advice and assurance to the Director-General on governance, risk, control, compliance and performance management frameworks, and the department's external accountability responsibilities. The ARMC's responsibilities include:

- assessing the adequacy of the annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- monitoring the adequacy of the department's performance management framework
- monitoring the adequacy of the department's systems for managing risk and internal controls, together with compliance management systems
- monitoring operations of the internal audit function, including internal audit planning and monitoring audit findings

- monitoring activities of external auditors and other external assurance providers.

The ARMC also serves the Public Sector Commission.

Key achievements for 2024–2025

- Endorsed both the strategic and annual internal audit plan and monitored the ongoing delivery of the internal audit program.
- Received and endorsed progressive updates to the department's refreshed risk management materials, including revised strategic risks.
- Monitored progress of the implementation status of internal audit recommendations.
- Received and considered external audit (QAO) and other external assurance provider reports and monitored the implementation status of agreed actions against recommendations made (refer to External Scrutiny section for further information).
- Endorsed the department's financial statements for 2023–2024 and considered the ongoing financial position of the department.
- Endorsed the department's Information Security Management System attestation, in support of the information technology control environment.
- Considered the ongoing performance management, information security, corporate governance, and risk management activities of the department.

Membership

The ARMC membership and accountable officer attendance for 2024–2025 is as follows:

Name	Committee role	Position	Portion of the year in role	Number of meetings attended	Remuneration entitlement
Paul Cooper	Chair	External and Independent	July 2024 – June 2025	4	\$1380^
Karen Smith-Pomeroy	Member	External and Independent	July 2024 – June 2025	4	\$1260^
Dr Annette Quayle	Member	External and Independent	July 2024 – June 2025	4	\$1260^
Jenny Lang	Member	Deputy Commissioner, PSC	July 2024 – October 2024	0	Nil
Rhiannan Howell	Member	A/Deputy Commissioner, PSC	November 2024 – June 2025	3	Nil
Filly Morgan	Member	Associate Director-General, Governance and Engagement, DPC	July 2024 – March 2025	3	Nil
Megan Barry	Member	Deputy Director-General, Corporate, DPC	April 2025 – June 2025	1	Nil
Mike Kaiser	Attendee	Director-General, DPC	1 July 2024 – October 2024	1	Nil
David Mackie	Attendee	A/Director-General, DPC	November 2024 – December 2024	1	Nil
Damien Walker	Attendee	Director-General, DPC	January 2025 – June 2025	1	Nil
David Mackie	Attendee	Public Sector Commissioner, PSC	July 2024 – October 2024 and January 2025 – June 2025	2	Nil
Jenny Lang	Attendee	A/Public Sector Commissioner, PSC	August 2024 and November – December 2024	2	Nil

^ Maximum entitlement per meeting attended.

Risk management

In accordance with the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019* (Sections 11 and 23) the Director-General of DPC has established appropriate systems of internal control and risk management. This has been achieved through the maintenance of DPC's risk management systems, with oversight and endorsement from the ARMC.

DPC's risk management approach aligns with the *International Standard ISO 31000: 2018* and ensures that risk management is integrated across all elements of business decision making.

A revised risk management approach was finalised in August 2024, following risk workshops with the ELT, aligning the strategic risk discussion with strategic and operational planning, resulting in a revised approach for integrated performance management. The revised approach culminated in the implementation of new procedural guidance including:

- a refreshed Risk Management Policy
- a refreshed Risk Management Procedure
- a new Risk Appetite Framework
- a new Integrated Business Performance Management Policy.

Targeted risk monitoring and oversight continues across DPC through our three ELT governance subcommittees, with independent oversight of departmental risks provided through the ARMC. If deemed necessary, ELT may refer significant risk-related matters to the ARMC for further consideration and advice. Areas of emerging or significant risk continue to be raised and discussed at the quarterly ARMC meetings.

Business resilience

Business resilience is DPC's ability to respond and adapt quickly to disruptions or significant, unplanned changes that could affect the department's service delivery, people, information, and assets.

As Queensland Government's lead agency, DPC's responsibilities encompass departmental, whole-of-government, statewide and national responsibilities, depending on the size and nature of the business continuity event or disruption.

All areas of DPC play a role in ensuring the department's business resilience so we can support the Premier and Cabinet to lead, collaborate, and effectively communicate in times of crisis.

Business resilience activities for the department include security governance, including physical, information and personnel security, and business continuity activities. This includes understanding our risks, rehearsing, integrating, and optimising our preparedness and response to the complex and changing threat environment.

DPC participates as one of seven agencies in the staged implementation of the Queensland Protective Security Framework (QPSF) led by the Queensland Police Service, to ensure we continue to support a strong and evolving security culture.

The department manages the continuity of our operations through our Business Continuity Management (BCM) Policy which sets out the roles, responsibilities, critical deliverables, and actions to be undertaken by the department in a disruption.

The Business Continuity Framework considers appropriate standards (e.g. *AS ISO 22301:2020 Security and Resilience – Business Continuity management systems – Requirements*) and seeks to build business resilience in departmental services and sites, as well as protecting the confidentiality, availability, and integrity of information and business systems when an adverse event occurs.

Key achievements for 2024–2025

- Continued the implementation of the QPSF. The department reviewed and published an updated *Strategic Security Plan 2024–2027* as a mandatory plan for participating stage 1 QPSF agencies, under the *Performance Management Framework Policy*, Specific Purpose Planning Requirements. The Plan outlines actions over the next three years to protect our people, information, and assets.
- Focused on DPC's security culture through ongoing staff awareness campaigns and a partnership agreement with the Australian Government Department of Home Affairs to provide counter foreign interference training.
- Reviewed our BCM Policy and developed a maturity roadmap in response to an internal audit of our business continuity arrangements.
- Stood up business continuity arrangements once in early March 2025 in response to Tropical Cyclone Alfred.

Future directions for 2025–2026

- Review and develop a streamlined *Strategic Security Plan 2025–2028* outlining the strategies and actions to implement the QPSF in the department.
- Develop a Security Governance Framework for the department.
- Implement the BCM Roadmap, including further defining roles and responsibilities, undertaking more detailed and repeatable business impact analysis, maturing scenario testing, and implementing BCM training in 2025–2026.
- Enhance the integration of business continuity requirements with technology disaster recovery plans, while also incorporating third party management considerations.

Information systems and recordkeeping

The *Public Records Act 2023* and the department's *Records Governance Policy* mandate that the department captures, creates, manages, and disposes of public records in accordance with Queensland State Archives-approved disposal authorisations.

The department's records are efficiently managed throughout their lifecycle from creation and capture to management and authorised secure disposal.

In meeting its public records governance responsibilities, the department has approved recordkeeping processes and procedures to support sound business decision-making, effective governance, and accountability.

The department manages 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.

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

Mandatory recordkeeping training is provided at the induction for all new staff, along with mandatory online refresher training at a minimum of 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 systems.

Improvements around information security and data protection remain a key focus.

Key achievements 2024–2025

- Matured the department's portfolio management capability to improve project-delivery and benefits realisation.
- Completed major software updates to the department's eDRMS business systems that includes supporting Cabinet and Executive Council processes.
- Implemented several Information Security Management System (ISMS)-related initiatives to build cyber resilience within the department.
- Improved security capabilities and controls to leverage existing licensing and uplift the department's ability to prevent, detect, and respond to cyber incidents.
- Reviewed critical information assets to validate the effectiveness of security practices to manage risks.
- Focused on realising greater value-for-money outcomes in existing technology investments.
- Assessed the requirements for implementing the *Public Records Act 2023* including revising the department's *Records Governance Policy*.

Future directions for 2025–2026

- Implement the new Mandatory Standards for records management issued by Queensland State Archives.
- Develop Artificial Intelligence (AI) capabilities.
- Develop an IT Strategic Roadmap.
- Transition to a new IT Managed as a Service (ITMaaS) provider.

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
- overseas travel
- Queensland Language Services Policy
- Charter of Victims' Rights.

Internal audit

Internal audit is a key component of DPC's corporate governance approach, providing independent assurance and advice to the Director-General, senior management, and the ARMC. During 2024–2025, the internal audit service was managed by the department's Director, Internal Audit and Risk Services as the nominated Head of Internal Audit, with delivery of the program through a third-party provider, Ernst & Young.

The Director, Internal Audit and Risk Services also performs the Head of Internal Audit function for the Public Sector Commission.

The internal audit function operates in accordance with an approved *Internal Audit Charter* aligned to the Institute of Internal Auditors' international professional standards. 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 2024–2025

- Developed a strategic and annual internal audit plan aligned to the department's revised strategic risks and presented the plan to the ARMC for endorsement and Director-General for approval.
- Following machinery-of-government changes in November 2024, re-assessed the annual internal audit plan and recommended changes to the plan to support changing business priorities.
- Re-assessed the Internal Audit function's operating procedures to ensure alignment with new mandatory Global Internal Audit Standards.
- Monitored and reported on the status of the implementation of internal audit and external assurance providers including the QAO's recommendations to the ARMC.
- Supported management by providing advice on key information technology projects, business initiatives, and policy development.
- Prepared and received ARMC endorsement for a new Internal Audit Strategy 2025–2026 to 2027–2028.

External scrutiny

External audits and reviews add value to the public sector through recommendations that improve business operations. Significant external audits and reviews were undertaken during 2024–2025, with recommendations relevant to the department, outlined below:

QAO Report 03: 2024–2025 – Central agencies' coordination of the state Budget

The QAO assessed how Queensland Treasury and DPC designed and managed the 2023–2024 Queensland Budget process. QAO raised eight recommendations in total from this report, two of which DPC accepted and worked in concert with Queensland Treasury to address.

QAO Report 11: 2024–2025 – State entities 2024

This report summarised the financial audit results across 236 Queensland Government entities, including the 21 core government departments.

With new sustainability reporting to commence in 2025–2026, the QAO provided an overview of climate related financial reporting requirements that agencies will need to consider moving forward.

While no new recommendations were raised, DPC is continuing to progress implementation of actions to address recommendations raised in previous state entities reports.

Office of the Information Commissioner (OIC) Report 01: 2024–2025 – Minimising personal information held: Strategies to mitigate the risk of privacy breaches

The OIC audited a public sector agency's approach to the management of privacy risks through minimising the amount of customer personal information it collects and holds. In finalising this report, the OIC recommended that all Queensland Government agencies identify key information holdings and management systems containing private information and take necessary steps to manage risk and appropriately dispose of such information.

DPC is continuing to implement actions to address this recommendation.

OIC Report 4: 2024–2025 – Responding to access requests for government-held information

The OIC audited three large Queensland Government agencies to examine factors contributing to increases in delays in responding to applications for information under the *Right to Information Act 2009* and the *Information Privacy Act 2009*.

In progressing their findings, the OIC raised 10 recommendations for all Queensland Government agencies to consider, including how information management processes are designed, monitored, and managed for ease of response to community requests for information.

DPC is considering the recommendations to determine any actions required across the department to improve processes and enable timely response and management of external requests for information.

Financial summary 2024-2025

A comprehensive view of the department's financial performance is provided in the financial statements section of this report.

Machinery-of-government changes affecting the department are outlined under the 'Organisational structure' section of this annual report and in Note A3 of the financial statements. The effective financial date for all changes is 1 November 2024.

The department's service areas are as follows:

- Government Decision Support
- Government Service Delivery Implementation Support
- Governance Support and Advisory Services
- Engagement and Events Support
- Legislative Drafting and e-Publishing.

Department revenue

The total departmental revenue for 2024–2025 was \$122.56 million, representing a decrease of \$26.96 million.

Appropriation funding is the department's main source of revenue and comprises 85 per cent of the department's revenue.

The decrease in appropriation revenue of \$27.42 million from last financial year is primarily due to the deferral of funding from 2024–2025 to support priority departmental initiatives. This was offset by the impact of machinery-of-government changes in November 2024.

The year-on-year increase in other revenue includes an increase in funding received for the Policy Futures Graduate Program, offset by a reduction in sponsorships received for the Event Sponsorship Fund.

Department expenditure

Total expenditure for the year ending 30 June 2025, was \$122.56 million, a decrease of \$26.96 million from the previous financial year.

The decrease from last financial year, in supplies and services expenses of \$4.33 million, is primarily due to reduced contractor spend across various business units, and machinery-of-government transfers out in December 2023.

The decrease of \$23.82 million in grants and subsidies expenditure compared to last financial year is primarily associated with machinery-of-government transfers out – in December 2023 – impacting the previous year's figure.

Employee expenses remain the major expenditure incurred by the department at a cost of \$79.50 million.

Summary of financial position

The department's total asset position was \$48.61 million as at 30 June 2025, representing an increase from the previous year of \$7.81 million.

The department recorded an increase in cash assets, and in payables that was due to end-of-financial-year deferrals to the 2025–2026 year.

Administered funding

For the year ended 30 June 2025, the department's administered funding was \$75.34 million, a decrease of \$15.65 million from the previous year.

The decrease is primarily due to machinery-of-government changes, which saw Screen Queensland transfer out of the department. The decrease was offset by additional funding for Ministerial Offices and the Office of the Leader of the Opposition.

Chief Finance Officer Assurance

In accordance with the requirements of section 77(2)(b) of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the department's financial internal controls are operating efficiently, effectively, and economically in compliance with section 54 of the *Financial and Performance Management Standard 2019*. 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 2025

**Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2025**

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Department of the Premier and Cabinet

Statement of Comprehensive Income
for the year ended 30 June 2025

	Notes	Economic Entity ⁽¹⁾		Parent Entity	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Operating result					
Income					
Appropriation revenue	B1-1	-	131,077	103,660	131,077
User charges and fees	B1-2	-	4,639	4,653	4,574
Grants and contributions	B1-3	-	50,334	6,270	6,500
Other revenue	B1-4	-	9,848	7,975	7,367
Total income		-	195,898	122,558	149,518
Expenses					
Employee expenses	B2-1	-	81,440	79,498	79,066
Supplies and services	B2-2	-	36,535	31,058	35,389
Grants and subsidies	B2-3	-	58,212	8,050	31,868
Depreciation and amortisation		-	1,908	196	471
Finance/borrowing costs		-	293	-	221
Other expenses	B2-4	-	2,550	3,756	2,503
Total expenses		-	180,938	122,558	149,518
Operating result for the year		-	14,960	-	-
Total comprehensive income		-	14,960	-	-

The accompanying notes form part of these financial statements.

An explanation of major variances to budget is included in Note E1.

An explanation of machinery-of-government changes is included in Note A3.

⁽¹⁾ The comparatives include financial results for Screen Queensland for the period 1 July 2023 to 31 December 2023.

Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Current assets			
Cash and cash equivalents	C1	38,453	32,732
Receivables	C2	4,912	4,080
Other current assets	C3	2,563	2,052
Total current assets		45,928	38,864
Non-current assets			
Intangible assets	C4	2,439	1,906
Property, plant and equipment	C5	239	31
Total non-current assets		2,678	1,937
Total assets		48,606	40,801
Current liabilities			
Payables	C6	39,944	32,821
Accrued employee benefits	C7	2,740	2,456
Other current liabilities		871	503
Total current liabilities		43,555	35,780
Non-current liabilities			
Other non-current liabilities		422	125
Total non-current liabilities		422	125
Total liabilities		43,977	35,905
Net assets		4,629	4,896
Equity			
Contributed equity		109	376
Accumulated surplus		4,520	4,520
Total equity		4,629	4,896

The accompanying notes form part of these financial statements.

An explanation of major variances to budget is included in Note E1.

An explanation of machinery-of-government changes is included in Note A3.

**Department of the Premier and Cabinet
Statement of Changes in Equity
for the year ended 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
Transactions with owners as owners:			
Contributed equity			
Balance as at 1 July		376	1,500
<i>Transactions with owners as owners:</i>			
Appropriated equity injections	C8	2	52
Non-appropriated equity withdrawals		-	(1,500)
Transfers to other Queensland Government entities	C4-1, C5-1	(269)	338
Transfers to other Queensland Government entities (MOG)		-	(14)
Net transactions with owners as owners		(267)	(1,124)
Balance as at 30 June		109	376
Accumulated surplus			
Balance as at 1 July		4,520	4,520
Balance as at 30 June		4,520	4,520
Total equity		4,629	4,896

The accompanying notes form part of these financial statements.

An explanation of machinery-of-government changes is included in Note A3.

Department of the Premier and Cabinet
Statement of Cash Flows
for the year ended 30 June 2025

		Economic Entity ⁽¹⁾		Parent Entity	
	Notes	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Inflows:					
Service appropriation receipts	B1-1	-	142,249	112,475	142,249
User charges and fees		-	4,038	4,820	3,858
Grants and contributions		-	52,573	6,370	6,555
Interest receipts		-	2,220	-	-
GST input tax credits from ATO		-	7,237	3,837	3,691
GST collected from customers		-	1,027	272	839
Other		-	4,663	6,588	4,763
Outflows:					
Employee expenses		-	(79,890)	(79,314)	(77,875)
Supplies and services		-	(33,724)	(31,603)	(32,575)
Grants and subsidies		-	(60,637)	(8,943)	(34,293)
GST paid to suppliers		-	(7,382)	(3,859)	(3,818)
GST remitted to ATO		-	(1,171)	(273)	(887)
Other		-	(2,794)	(3,542)	(2,794)
Net cash provided by operating activities		-	28,408	6,829	9,714
Cash flows from investing activities					
Inflows:					
Loans and advances redeemed		-	5,316	-	6,481
Outflows:					
Payments for property, plant and equipment	C5-1	-	(7,293)	(239)	(15)
Payments for intangibles	C4-1	-	(294)	(907)	(294)
Loans and advances made		-	(7,018)	-	(7,018)
Net cash used in investing activities		-	(9,289)	(1,146)	(846)
Cash flows from financing activities					
Inflows:					
Equity injections	C8	-	16	38	16
Proceeds from borrowings		-	7,018	-	7,018
Outflows:					
Equity withdrawals		-	(1,500)	-	(1,500)
Borrowing redemptions		-	(6,481)	-	(6,481)
Lease payments		-	(1,425)	-	-
Net cash provided by financing activities		-	(2,372)	38	(947)
Net increase/(decrease) in cash and cash equivalents		-	16,747	5,721	7,920
Increase/(decrease) in cash and cash equivalents from restructuring		-	(100,863)	-	-
Cash and cash equivalents - opening balance		-	116,848	32,732	24,811
Cash and cash equivalents - closing balance		C1	-	32,732	38,453
			32,732	38,453	32,732

The accompanying notes form part of these financial statements.

An explanation of major variances to budget is included in Note E1.

An explanation of machinery-of-government changes is included in Note A3.

⁽¹⁾ The comparatives include financial results for Screen Queensland for the period 1 July 2023 to 31 December 2023.

Department of the Premier and Cabinet
Notes to the Statement of Cash Flows
for the year ended 30 June 2025

Reconciliation of operating result to net cash provided by operating activities

	Notes	Economic Entity ⁽¹⁾		Parent Entity	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)		-	14,960	-	-
Non-cash items included in operating results:					
Depreciation and amortisation expense		-	1,908	196	471
Interest capitalised in Revolving Film Finance Fund loans		-	279	-	-
Other non-cash items		-	141	(60)	69
Change in assets and liabilities:					
Increase/(decrease) in deferred appropriation payable to Consolidated Fund		-	11,172	8,816	11,172
(Increase)/decrease in trade debtors		-	(1,380)	(310)	(1,380)
(Increase)/decrease in other receivable		-	(18)	11	(18)
Adjustment to receivables/payables due to machinery-of-government changes		-	1,946	-	-
(Increase)/decrease in GST receivable		-	(294)	(47)	(294)
(Increase)/decrease in long service leave reimbursement receivables		-	11	(357)	11
(Increase)/decrease in annual leave reimbursement receivables		-	170	(165)	170
(Increase)/decrease in other current assets		-	990	(511)	990
Increase/(decrease) in payable		-	(1,529)	(1,693)	(1,529)
Increase/(decrease) in accrued employee benefits		-	(75)	284	(75)
Increase/(decrease) in other liabilities		-	127	665	127
Net cash provided by operating activities		-	28,408	6,829	9,714

⁽¹⁾ The comparatives include financial results for Screen Queensland for the period 1 July 2023 to 31 December 2023.

Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services
for the year ended 30 June 2025

	Government Decision Support ^{1,2}		Government Service Delivery Implementation Support		Engagement and Events Support ¹		Governance Support and Advisory Services		Legislative Drafting and e-Publishing		Brisbane 2032 Coordination Office		Office of the Queensland Integrity Commissioner ³		Inter-departmental Services eliminations		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2,025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income																		
Appropriation revenue	37,384	37,527	9,645	3,858	26,321	21,334	10,173	20,334	19,371	18,069	-	27,109	-	2,080	766	766	103,660	131,077
User charges and fees	135	46	41	96	831	753	1,842	1,868	60	73	-	95	-	5	1,744	1,638	4,653	4,574
Grants and contributions	6,019	5,107	-	-	251	1,349	-	-	-	-	-	43	-	-	-	-	6,270	6,500
Other revenue	6,656	5,294	112	79	864	1,290	141	166	202	227	-	227	-	84	-	-	7,975	7,367
Total income	50,194	47,974	9,798	4,033	28,267	24,726	12,156	22,368	19,633	18,369	-	27,474	-	2,169	2,510	2,404	122,558	149,518
Expenses																		
Employee expenses	35,950	35,186	7,021	2,693	13,459	11,437	8,757	9,987	13,545	12,276	-	4,991	-	1,730	766	766	79,498	79,066
Supplies and services	11,458	11,236	2,176	1,267	7,779	7,194	2,776	4,535	5,125	5,866	-	3,283	-	369	1,744	1,638	31,058	35,389
Grants and subsidies	2,673	1,213	545	-	3,495	3,722	582	7,746	756	-	-	19,187	-	-	-	-	8,050	31,868
Depreciation and amortisation	11	76	10	56	10	33	4	34	161	201	-	1	-	70	-	-	196	471
Finance/borrowing costs		221	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	221
Other expenses	102	42	46	17	3,524	2,340	37	66	46	25	-	11	-	-	-	-	3,756	2,503
Total expenses	50,194	47,974	9,798	4,033	28,267	24,726	12,156	22,368	19,633	18,369	-	27,474	-	2,169	2,510	2,404	122,558	149,518
Operating result for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The departmental services reflect the department's management structure as at 30 June 2025.

⁽¹⁾ The service area has been impacted by the machinery-of-government changes effective from 1 November 2024 - Office for Veterans transferred to the department from the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism, and the Office of the Cross-Border Commissioner transferred from the Department of Local Government, Water and Volunteers (refer to Note A3).

⁽²⁾ As a result of machinery-of-government changes, the Office of First Nations Engagement and Innovation was no longer a service area of the department effective from 1 November 2024 (refer to Note A3).

⁽³⁾ Refer to note G4

Department of the Premier and Cabinet
Statement of Assets and Liabilities by Major Departmental Services
as at 30 June 2025

	Government Decision Support ^{1,2}		Government Service Delivery Implementation Support		Engagement and Events Support ¹		Governance Support and Advisory Services		Legislative Drafting and e-Publishing		Office of the Queensland Integrity Commissioner ³		Inter-departmental Services eliminations	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets														
Cash and cash equivalents	9,523	9,379	220	140	814	2,594	26,540	17,163	1,356	2,974	-	482	38,453	32,732
Receivables	3,612	2,136	118	28	401	281	516	1,262	265	295	-	78	4,912	4,080
Other current assets	633	492	-	-	3	1	1,613	1,277	314	248	-	34	2,563	2,052
Total current assets	13,768	12,007	338	168	1,218	2,876	28,669	19,702	1,935	3,517	-	594	45,928	38,864
Non-current assets														
Intangible assets	519	127	101	12	292	56	126	60	1,401	1,388	-	263	2,439	1,906
Property, plant and equipment	2	-	-	-	4	8	12	17	221	-	-	6	239	31
Total non-current assets	521	127	101	12	296	64	138	77	1,622	1,388	-	269	2,678	1,937
Total assets	14,289	12,134	439	180	1,514	2,940	28,807	19,779	3,557	4,905	-	863	48,606	40,801
Current liabilities														
Payables	3,606	2,555	137	96	829	634	34,972	28,915	400	515	-	106	39,944	32,821
Accrued employee benefits	1,374	1,121	122	54	376	296	483	581	385	342	-	62	2,740	2,456
Other current liabilities	871	503	-	-	-	-	-	-	-	-	-	-	871	503
Total current liabilities	5,851	4,179	259	150	1,205	930	35,455	29,496	785	857	-	168	43,555	35,780
Non-current liabilities														
Other non-current liabilities	422	125	-	-	-	-	-	-	-	-	-	-	422	125
Total non-current liabilities	422	125	-	-	-	-	-	-	-	-	-	-	422	125
Total liabilities	6,273	4,304	259	150	1,205	930	35,455	29,496	785	857	-	168	43,977	35,905

⁽¹⁾ The service area has been impacted by the machinery-of-government changes effective from 1 November 2024 - Office for Veterans transferred to the department from the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism, and the Office of the Cross-Border Commissioner transferred from the Department of Local Government, Water and Volunteers (refer to Note A3).

⁽²⁾ As a result of machinery-of-government changes, the Office of First Nations Engagement and Innovation and the Office of the Queensland Integrity Commissioner were no longer a service area of the department effective from 1 November 2024 (refer to Note A3).

⁽³⁾ Refer to note G4

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

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 (department) is a Queensland Government department established under the *Public Sector Act 2022*. 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 for the period 1 July 2024 to 30 June 2025.

A1-2: Compliance with Prescribed Requirements

The Department of the Premier and Cabinet has prepared these general-purpose 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 2024 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. Due to rounding, totals may not add exactly.

Comparative information reflects the audited 2023-24 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 the right at the end of the reporting period 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: 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: Property, plant, and equipment. Depreciation expense and impairment
Note C7: Accrued employee benefits

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.

A1-6: 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 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.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

A2: Objectives and Principal Activities of the Department

The department serves the Premier and Cabinet and the people of Queensland. The department's vision is to be an informed and influential department that delivers for Queenslanders. Our role is to provide the best advice to government to achieve the best outcomes for Queensland.

The service areas within the department align with the following department objectives:

- Outstanding advice supporting good decision making.
- Better service delivery for Queenslanders.
- An accountable and effective government.
- An informed and connected Queensland.
- An empowered, effective and accountable department.

Through the department's strategic objectives the department contributes to the implementation of Government's objectives for the community:

- Safety where you live: Making Queensland safer.
- A better lifestyle through a stronger economy: Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home.
- A plan for Queensland's future: Planning for Queensland's future.
- Health services when you need them: Restoring health services when Queenslanders need them most.

The major services delivered by the department are as follows:

- Government Decision Support.
- Government Service Delivery Implementation Support.
- Governance Support and Advisory Services.
- Engagement and Events Support.
- Legislative Drafting and e-Publishing.

Administered items

Administered activities are those undertaken by departments on behalf of the government. The Department of the Premier and Cabinet administers funds on behalf of the State to enable the operation of 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:

- corporate support for ministerial offices and the Office of the Leader of the Opposition
- employment of staff members in accordance with the *Ministerial and Other Office Holder Staff Act 2010*
- maintenance of procedures to ensure the financial accountability of ministerial offices and the Office of the Leader of the Opposition is in accordance with the *Queensland Ministerial Handbook* and the *Queensland Opposition Handbook*.

These services are delivered by Ministerial Services which is part of the Governance Support and Advisory service area. Further information can be obtained by referring to the public reports of ministerial expenditure, tabled twice-yearly in Parliament.

Administered activities were also undertaken for the Queensland Veterans' Council (refer Note A3).

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

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

A3: Machinery-of-Government Changes

Transfers Out – Controlled activities

The *Public Service Departmental Arrangements Notice (No.9) 2024* dated 1 November 2024 transferred the Office of First Nations Engagement and Innovation (OFNEI) to the Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) with the financial effect from 1 November 2024.

Income and expenses for OFNEI for the period 1 July 2024 to 31 October 2024 are included in the statement of comprehensive income of the department. There were no assets or liabilities transferred.

Budgeted appropriation revenue of \$0.770M was reallocated from the department to the receiving department as part of the machinery-of-government changes.

Transfers in – Controlled activities

The *Public Service Departmental Arrangements Notice (No.9) 2024* dated 1 November 2024 transferred the Office for Veterans to the department from the DWATSIPM with the financial effect from 1 November 2024.

Administrative Arrangements Order (No. 2) 2024 dated 1 November 2024 transferred the Ministerial responsibility for the cross-border coordination to the Premier and Minister for Veterans from the Department of Local Government, Water and Volunteers with the financial effect from 1 November 2024.

Budgeted appropriation revenue of \$6.503M was reallocated to the department from the transferring departments as part of the machinery-of-government changes. There were no assets or liabilities transferred.

	Budget appropriation
	\$'000
Office for Veterans	4,115
Queensland Veterans' Council Secretariat	791
Office of the Cross-Border Commissioner	1,597
	6,503

Transfers out – Administered activities

Administrative Arrangements Order (No. 2) 2024 dated 1 November 2024 transferred the responsibility for the integrity in government to the Attorney-General and Minister for Justice and Minister for Integrity. As a result of these changes, the Minister now has responsibility for the *Integrity Act 2009* that provides for the Queensland Integrity Commissioner and the Office of the Queensland Integrity Commissioner (OQIC) with financial effect from 1 November 2024.

Budgeted appropriation revenue \$1.180M was reallocated from the department to the receiving department as part of the machinery-of-government changes. There were no assets or liabilities transferred.

Transfers in – Administered activities

Administrative Arrangements Order (No. 2) 2024 dated 1 November 2024 transferred the responsibility for veterans affairs to the Premier and Minister for Veterans from DWATSIPM.

As a result of these changes, the Premier now has responsibility for the *Queensland Veterans' Council Act 2021* that established the Queensland Veterans Council (QVC) as a statutory body, with the transfer financial effective from 1 November 2024.

There was no budgeted appropriation revenue transferred for 2024-25 as all appropriation had been provided to the QVC prior to 1 November 2024.

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	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
B1-1 Appropriation Revenue				
Original budgeted appropriation revenue	-	192,434	128,657	192,434
Transfers to other departments	-	(35,570)	3,737	(35,570)
Lapsed departmental services appropriation	-	(14,615)	(19,883)	(14,615)
Transfer to other headings	-	-	(36)	-
Total appropriation received (cash)	-	142,249	112,475	142,249
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	-	15,048	26,220	15,048
Less: Closing balance of deferred appropriation payable to Consolidated Fund (expense)	-	(26,220)	(35,035)	(26,220)
Appropriation revenue recognised in the statement of comprehensive income	-	131,077	103,660	131,077

Appropriations provided under the *Appropriation Act 2024* 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	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
B1-2: User Charges and Fees				
Revenue from contracts with customers				
Sales of goods/services	-	605	759	605
Corporate services partnership agreements	-	3,894	3,894	3,894
Other	-	140	-	75
Total	-	4,639	4,653	4,574

User charges and fees controlled by the department are recognised as revenue when the department 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 include transactions of \$1.160M (2023-24: \$1.007M) with related parties represented by other Queensland Government entities.

Department of the Premier and Cabinet
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B1-3: Grants and Contributions	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Commonwealth contributions	-	4,331	6,019	4,331
Contributions from Queensland Government Departments	-	46,003	251	2,169
Total	-	50,334	6,270	6,500

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	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Graduate program ⁽¹⁾	-	4,444	6,276	4,444
Interest receipts	-	2,668	-	221
Sponsorships	-	1,056	664	1,156
Goods/Services received below fair value ⁽²⁾	-	1,534	990	1,534
Other	-	146	45	12
Total	-	9,848	7,975	7,367

⁽¹⁾ The department receives payment for the DPC Future Leaders Graduate 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 department received in-kind contributions from other Queensland Government Agencies \$0.982M.

Other revenue includes transactions of \$6.537M (2023-24: \$5.724M) with related parties represented by other Queensland Government entities.

**Department of the Premier and Cabinet
Notes to the Financial Statements
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B2: Expenses

B2-1: Employee Expenses	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Employee benefits				
Wages and salaries	-	61,749	60,664	59,845
Employer superannuation contributions	-	8,725	8,527	8,515
Annual leave levy	-	6,174	6,201	6,134
Long service leave levy	-	1,522	1,573	1,522
Termination benefits	-	766	1,135	749
Other employee benefits	-	1,159	1,081	1,129
Employee related expenses				
Workers' compensation premium	-	150	67	62
Other employee related expenses	-	628	250	543
Goods and services received below fair value	-	567	-	567
Total	-	81,440	79,498	79,066
Number of employees				
Full time equivalent (FTE) employees ⁽¹⁾	-	467	505	467
Employees' services received below fair value	-	4	-	4
Total employees	-	471	505	471

⁽¹⁾ This includes 7 FTE (5 in 2023-24) funded through contributions from the Commonwealth Government to support the State Service Delivery to Norfolk Island.

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 sick leave is taken.

The department's post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) 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 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 DPC Future Leaders Graduate Program which employed 97 graduates as at 30 June 2025 (2023-24: 58). 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 2025

B2-2: Supplies and Services

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Office accommodation and other building services ⁽¹⁾	-	11,333	10,648	11,218
Professional services	-	1,247	252	864
Consultants and contractors	-	9,523	2,573	9,523
Advertising and communications	-	2,029	4,631	1,937
Information technology bureau services	-	6,133	7,481	5,996
Outsourced corporate support	-	2,076	2,005	2,076
Hospitality and official functions	-	521	291	510
Travel	-	826	443	723
Venue hire	-	618	412	618
Telephone and communications support	-	258	143	251
Other	-	1,971	2,179	1,673
Total	-	36,535	31,058	35,389

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.

⁽¹⁾ Payments for non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework. This includes non-lease arrangements with the Department of Housing and Public Works, which has substantive substitution rights over the assets used within this framework. Payments are expensed as incurred and categorised within office accommodation and other building services.

Supplies and services include transactions of \$13.743M (2023-24: \$15.126M) with related parties represented by other Queensland Government entities. Included in this amount is \$10.626M (2023-24 \$10.837M) for office accommodation at market rate charged by the Department of Housing and Public Works for the year ended 30 June 2025.

Department of the Premier and Cabinet
Notes to the Financial Statements
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B2-3: Grants and Subsidies

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Recurrent				
Grants to private sector entities	-	26,344	-	-
Grants to government entities and not-for-profit entities	-	1,810	1,164	1,810
Total recurrent	-	28,154	1,164	1,810
Capital				
Grants to government entities and not-for-profit entities	-	262	984	262
Total capital	-	262	984	262
Subsidies				
Contributions	-	26,275	3,768	26,275
Donations and gifts made	-	3,521	2,134	3,521
Total subsidies	-	29,796	5,902	29,796
Total	-	58,212	8,050	31,868

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 include transactions of \$3.279M (2023-24: \$26.207M) with related parties represented by other Queensland Government entities.

B2-4: Other Expenses

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Sponsorships ⁽¹⁾	-	2,360	3,603	2,360
External audit fees ⁽²⁾	-	130	108	107
Insurance premiums - QGIF	-	50	18	26
Special payments ⁽³⁾	-	10	27	10
Total	-	2,550	3,756	2,503

⁽¹⁾ Sponsorship expenses represent payments made to various organisations under the Queensland Government Event Sponsorship Fund.

⁽²⁾ Total audit fee quoted by the Queensland Audit Office (QAO) relating to the 2024-25 financial statements was \$216,300 (2023-24: \$229,000). This fee includes an internal allocation of \$108,150 (2023-24: \$103,250) for audit services to Ministerial Services. There are no non-audit services included in the amount.

⁽³⁾ Special payment of \$26,594 (2023-24: \$9,797) represents ex gratia expenditure that the department is not contractually or legally obligated to make to other parties. This payment is for employment related matters.

Other expenses include transactions of \$0.456M (2023-24: \$1.117M) with related parties represented by other Queensland Government entities.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025

Section C: Notes about our Financial Position

C1: Cash and Cash Equivalents

	2025	2024
	\$'000	\$'000
Imprest accounts	1	1
Cash at bank and on hand	38,452	32,731
Total	38,453	32,732

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 2025 as well as deposits at call with financial institutions.

C2: Receivables

	2025	2024
	\$'000	\$'000
Current		
Trade debtors	2,466	2,156
GST input tax credits receivable	395	348
Net GST receivable	395	348
Annual leave reimbursements	1,451	1,286
Long service leave reimbursements	589	232
Other receivables	11	58
Total current receivables	4,912	4,080

All current receivables are recognised at cost.

Settlement of trade debtors is generally required within 30 days (20 days for small businesses) from the invoice date for the department. Refer to Note D3 for further disclosure on financial risks of the department.

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).

C3: Other Current Assets

	2025	2024
	\$'000	\$'000
Prepayments and other	603	625
Contract assets	1,960	1,427
Total	2,563	2,052

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

**Department of the Premier and Cabinet
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C4: Intangibles and Amortisation Expense

	2025	2024
	\$'000	\$'000
Software internally generated		
At cost	6,847	6,177
Less: Accumulated amortisation	(4,468)	(4,565)
Carrying amount at 30 June	2,379	1,612
Software work in progress		
At cost	60	294
Carrying amount at 30 June	60	294
Total	2,439	1,906

C4-1: Intangible assets reconciliation

Represented by movements in carrying amount	Software Internally Generated		Software work in progress		Total	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	1,613	1,738	293	69	1,906	1,807
Acquisitions	-	-	968	224	968	224
Transfers between classes	1,201	-	(1,201)	-	-	-
Transfers in from other Queensland Government entities	-	331	-	-	-	331
Transfers out to other Queensland Government entities	(264)	-	-	-	(264)	-
Amortisation	(171)	(456)	-	-	(171)	(456)
Carrying amount at 30 June	2,379	1,613	60	293	2,439	1,906

C4-2: Recognition and Measurement

Intangible assets with a historical cost equal to, or greater than, \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any preliminary research, planning phase costs, administration and training costs are expensed in the period in which it is incurred.

There is no active market for any of the department's intangible assets. As such, intangible assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses. Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below.

C4-3: Amortisation Expense and Impairment

Amortisation expense

All intangible assets of the department have finite useful lives and are amortised on a straight-line basis over their estimated useful life.

Key judgement: Straight-line amortisation reflects the progressive, even consumption of future economic benefits over the assets' useful life to the department.

The residual value of intangible assets has been determined to be zero reflecting the estimated amount to be received on disposal at the end of their useful life.

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C4-3: Amortisation Expense and Impairment (cont'd)

Key estimate: Intangible assets are amortised on a straight-line basis between 5-6% (2023-24: 5-33%). The estimation of useful life and resulting amortisation rates are based on several factors including the department's past experience, the planned replacement program and expected usage, obsolescence and fiscal capacity. Useful lives are reviewed on an annual basis.

Impairment

Intangible assets are assessed annually for impairment using a combination of external and internal impairment indicators. Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use. An impairment loss is recognised immediately in the Statement of Comprehensive Income. If an indicator of possible impairment exists, management determine the asset's recoverable amount. No intangible assets were impaired at 30 June 2025.

C5: Property, Plant and Equipment and Depreciation Expense

	2025	2024
	\$'000	\$'000
At cost	425	544
Less: Accumulated depreciation	(186)	(513)
Carrying amount at 30 June	239	31
Total	239	31

C5-1: Property, Plant and Equipment Reconciliation

Represented by movements in carrying amount

	2025	2024
	\$'000	\$'000
Carrying amount at 1 July	31	38
Acquisitions	239	15
Transfer in from other Queensland Government entities	-	8
Transfer out to other Queensland Government entities	(5)	(17)
Depreciation	(26)	(14)
Carrying amount at 30 June	239	31

**Department of the Premier and Cabinet
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C5-2: Recognition and Measurement

Items of plant and equipment with a historical cost exceeding \$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.

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 14-33% (2023-24: 5-33%). 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's assets are not carried at revalued amounts. 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 2025.

C6: Payables

	2025	2024
	\$'000	\$'000
Current		
Deferred appropriation payable to Consolidated Fund	35,036	26,220
Trade creditors and accruals	4,342	4,793
Grants and subsidies payable	173	1,405
Other	393	403
Total	39,944	32,821

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.

C7: Accrued Employee Benefits

	2025	2024
	\$'000	\$'000
Current		
Long service leave levy payable	457	426
Annual leave levy payable	1,894	1,924
Accrued salaries and wages	389	106
Total current	2,740	2,456

**Department of the Premier and Cabinet
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C7: Accrued Employee Benefits (cont'd)

No provision for annual leave or long service leave is recognised in the department's financial statements 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*.

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.

C8: Appropriations Recognised in Equity

Reconciliation of payments from consolidated fund to equity adjustment	2025	2024
	\$'000	\$'000
Original budgeted equity adjustment appropriation	2	15,000
Transfers to other departments	-	1
Transfers from/to other headings	36	
Lapsed/transfer equity adjustment		(14,985)
Equity adjustment receipts (payments)	38	16
Less: opening balance of equity adjustment receivable	(36)	
Plus: closing balance of equity adjustment receivable	-	36
Equity adjustment recognised in contributed equity	2	52

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Section D: Notes about Risk and Other Accounting Uncertainties

D1: Contingencies

The department is insured with the Queensland Government Insurance Fund (QGIF). Under the QGIF, the department would be able to claim back, less a \$10,000 deduction, the amount paid to successful litigants.

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

D2: Commitments

	2025	2024
	\$'000	\$'000
D2-1: Capital expenditure commitments		
Not later than one year	-	299
Total capital expenditure commitments	-	299

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

		2025	2024
	Note	\$'000	\$'000
Financial assets			
Cash and cash equivalents	C1	38,453	32,732
Receivables and other financial assets at amortised cost	C2	4,912	4,080
Total		43,365	36,812
Financial liabilities at amortised cost			
Payables	C6	39,944	32,821
Total		39,944	32,821

Department of the Premier and Cabinet
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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

The department is not exposed to credit risk in respect of its receivables. There is no credit risk of the assets and liabilities as at 30 June 2025.

Liquidity risk

The department is not exposed to liquidity risk in respect of its payables. There is no liquidity risk of the assets and liabilities of the department as at 30 June 2025.

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.

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

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 (20 days for small businesses) 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 2024-25 (2023-24: nil).

D4: Events after the Balance Date

There are no matters of significance to the financial statements which occurred after 30 June 2025.

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Section E: Notes on our Performance Compared to Budget

E1: Explanation of Major Variances

This section contains explanations of major variances between the department's actual 2024-25 financial results and the original budget presented to Parliament.

E1-1: Statement of Comprehensive Income

	Variance Notes	Budget ⁽¹⁾ 2025 \$'000	Actual 2025 \$'000	Variance 2025 \$'000
Income from continuing operations				
Appropriation revenue	1	132,394	103,660	(28,734)
User charges and fees	2	3,390	4,653	1,263
Grants and contributions		6,080	6,270	190
Other revenue	3	6,537	7,975	1,438
Total income from continuing operations		148,401	122,558	(25,843)
Expenses from continuing operations				
Employee expenses		82,078	79,498	(2,580)
Supplies and services	4	41,237	31,058	(10,179)
Grants and subsidies	5	19,040	8,050	(10,990)
Depreciation and amortisation	6	464	196	(268)
Other expenses	7	5,582	3,756	(1,826)
Total expenses from continuing operations		148,401	122,558	(25,843)
Total comprehensive income		-	-	-

⁽¹⁾ Adjusted budget figures for the financial year, as published in latest Service Delivery Statement.

Variance notes:

- The decrease in appropriation revenue is primarily due to:
 - the deferral of funding to 2025-26 for Early Intervention for Children (formerly Putting Queensland Kids First - \$12.5M) and the Director-General's Reserve (\$8M)
 - return of funding to the consolidated fund for 2024-25 (\$6M).
- The increase in user charges and fees is primarily due to:
 - cost recoveries for IT services provided to the portfolio bodies (\$0.881M).
 - additional contract management services relating to the whole of government arrangements (\$0.317M).
- The increase in other revenue is primarily due to:
 - additional sponsorship and other revenue for events held during 2024–25 (\$0.664 M).
 - archive storage facilities received in kind (\$0.944 M).
- The decrease in supplies and services is primarily due to:
 - deferral of the Early Intervention for Children (formerly Putting Queensland Kids First - \$5M), and timing of anticipated project milestones for Norfolk Island Delivery Service (\$0.778M), and Cross Border Commissioner (\$0.464M).
 - savings realised from an accommodation rationalisation for the Office of Queensland Parliamentary Counsel (\$2.399M).
 - transfer of funding to the Queensland Police Service to support police recruitment campaigns (\$1.5M).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025

E1-1: Statement of Comprehensive Income (cont'd)

5. The decrease in grants and subsidies is primarily due to:
 - deferral of grant funding to support the Early Intervention for Children (formerly Putting Queensland Kids First - \$7.5M).
 - lower than anticipated contributions from the Director-General's Reserve (\$5.224M).
 - offset by timing of commitments in 2024-25 for veterans' initiatives (\$0.316M) and service delivery for Norfolk Island (\$0.834M).
6. The decrease in depreciation and amortisation expenses is primarily due to assets fully depreciated in 2023-24 (\$0.187M) and assets transferred to the OQIC (\$0.067M).
7. The decrease is primarily due to the timing of sponsorship commitments for the Events Sponsorship Fund due to be completed in 2025-26 (\$1.762M).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025

E1-2: Statement of Financial Position

	Variance Notes	Budget ⁽¹⁾ 2025 \$'000	Actual 2025 \$'000	Variance 2025 \$'000
Current assets				
Cash and cash equivalents	8	7,825	38,453	30,628
Receivables		4,899	4,912	13
Other current assets	9	837	2,563	1,726
Total current assets		13,561	45,928	32,367
Non-current assets				
Intangible assets	10	1,809	2,439	630
Property, Plant and equipment	11	296	239	(57)
Total non-current assets		2,105	2,678	573
Total assets		15,666	48,606	32,940
Current liabilities				
Payables	12	8,132	39,944	31,812
Accrued employee benefits	13	2,453	2,740	287
Other current liabilities	14	501	871	370
Total current liabilities		11,086	43,555	32,469
Non-current liabilities				
Other non-current liabilities		-	422	422
Total non-current liabilities		-	422	422
Total liabilities		11,086	43,977	32,891
Net assets		4,580	4,629	49
Equity				
Contributed equity		-	109	109
Accumulated surplus		4,580	4,520	(60)
Total equity		4,580	4,629	49

⁽¹⁾ Adjusted budget figures for the financial year, as published in latest Service Delivery Statement.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

E1-2: Statement of Financial Position (cont'd)

Variance notes:

8. Refer to the Budget to Actual comparison in the Statement of Cash Flows (Note E1-3).
9. The increase is primarily due to higher than anticipated receivables (\$1.960M), offset by reduction in prepayments (\$0.234M).
10. The increase relates to acquisition of software assets during the year (\$0.722M) and lower depreciation (0.232M), offset by a reduction in assets transferring to the OQIC (\$0.262M).
11. The decrease is primarily due to lower than anticipated acquisitions for the year (\$0.044M).
12. The increase is primarily due to the appropriation payable for funding deferrals to 2025–26 (\$35.036M).
13. The increase primarily relates to an increase in accrued salary and wages (\$0.295M).
14. The increase is primarily due to an increase in unearned revenue for the DPC Future Leaders Graduate Program (\$0.370M).

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

E1-3: Statement of Cash Flows

	Variance Notes	Budget ⁽¹⁾ 2025 \$'000	Actual 2025 \$'000	Variance 2025 \$'000
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts	15	132,394	112,475	(19,919)
User charges and fees	16	3,390	4,820	1,430
Grants and contributions	17	5,371	6,370	999
GST input tax credits from ATO		3,000	3,837	837
GST collected from customers		170	272	102
Other	18	9,954	6,588	(3,366)
<i>Outflows:</i>				
Employee expenses		(82,265)	(79,314)	2,951
Supplies and services	19	(41,238)	(31,603)	9,635
Grants and subsidies	20	(19,040)	(8,943)	10,097
GST paid to suppliers		(5,635)	(3,859)	1,776
GST remitted to ATO		(243)	(273)	(30)
Other	21	(5,582)	(3,542)	2,040
Net cash provided by operating activities		276	6,829	6,553
Cash flows from investing activities				
<i>Inflows:</i>				
Payments for plant and equipment		(749)	(239)	510
Payments for intangibles		(81)	(907)	(826)
Net cash used in investing activities	22	(830)	(1,146)	(316)
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections		-	38	38
<i>Outflows:</i>				
Equity withdrawals		2	-	(2)
Net cash provided by financing activities	23	2	38	36
Net increase/(decrease) in cash and cash equivalents		(552)	5,721	6,273
Cash and cash equivalents at beginning of financial year		8,377	32,732	24,355
Cash and cash equivalents at end of financial year		7,825	38,453	30,628

⁽¹⁾ Adjusted budget figures for the financial year, as published in latest Service Delivery Statement.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025

E1-3: Statement of Cash Flows (cont'd)

Variance notes:

15. 15 The decrease is primarily due to funding returned to the Consolidated Fund as outlined in Note B1-1 for:
 - deferral of funding to 2025-26 for the Director-General's Reserve (\$8M), and Norfolk Island Delivery Service (\$3.8M) and cash impacts for machinery-of-government changes (\$1.996M)
 - lapsing of funding in 2024-25 (\$6M)
16. The increase in user charges and fees is primarily due to timing of receipts as outlined in Note 2.
17. The increase is primarily due to additional contributions received for Norfolk Island Service Delivery (\$1.265M), offset by a reduction in revenue received for events (\$0.287M).
18. The decrease relates to a reduction in receivables from the transfer of Machinery of Government entities (\$3.417M).
19. The decrease in supplies and services is primarily due to:
 - timing of commitments for the Early Intervention for Children (formerly Putting Queensland Kids First - \$5M), and timing of anticipated project milestones for Norfolk Island Delivery Service (\$0.778M), and Cross Border Commissioner (\$0.464M) deferred to 2025-26.
 - savings realised from an accommodation rationalisation for the Office of Queensland Parliamentary Counsel (\$2.399M).
 - transfer of funding to the Queensland Police Service for commitments related to police recruitment campaigns (\$1.5M).
20. The decrease in grants and subsidies is primarily due to:
 - timing of grant funding to support the Early Intervention and Prevention program (\$7.5M) due to deferral to 2025-26.
 - lower than anticipated contributions from the Director-General's Reserve (\$5.224M).
21. The decrease is primarily due to timing of sponsorship commitments managed by the department (\$1.762M).
22. The increase predominantly relates to acquisitions for internally developed software assets (refer Note 10) and offset by lower than anticipated acquisitions for plant and equipment (refer Note 11).
23. The increase relates to cash received for an entity transferred in 2023-24 (\$0.036M).

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025

Section F: Notes about our Administered Activities

F1 Schedule of Administered Income, Expenses, Assets and Liabilities

F1-1: 2024-25 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Office of the Queensland Integrity Commissioner	Queensland Veterans Council	Total
	\$'000	\$'000	\$'000	\$'000
Administered income				
Appropriation revenue (Note F1-4) ⁽¹⁾	71,277	3,214	616	75,107
Other revenue	232	-	-	232
Total administered income	71,509	3,214	616	75,339
Administered expenses				
Employee expenses ⁽²⁾	49,023	-	-	49,023
Supplies and services	22,327	-	-	22,327
Grants and subsidies (Note F1-3)	-	3,214	616	3,830
Depreciation and amortisation	37	-	-	37
Other expenses	122	-	-	122
Total administered expenses	71,509	3,214	616	75,339
Operating surplus/(deficit)	-	-	-	-
Administered assets				
Current				
Cash and cash equivalents	12,373	462	616	13,451
Receivables	575	-	-	575
Other current assets	622	-	-	622
Total current assets	13,570	462	616	14,648
Non-current				
Plant and equipment/Intangibles	201	-	-	201
Total non-current assets	201	-	-	201
Total assets	13,771	462	616	14,849
Administered liabilities				
Current				
Payables	2,375	462	616	3,453
Accrued employee benefits	1,740	-	-	1,740
Total current liabilities	4,115	462	616	5,193
Non-current				
Accrued employee benefits	4,996	-	-	4,996
Total non-current liabilities	4,996	-	-	4,996
Total liabilities	9,111	462	616	10,189
Net administered assets/liabilities	4,660	-	-	4,660

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

As a result of the machinery-of-government changes effected on 1 November 2024, OQIC was transferred out to the Department of Justice and QVC was transferred into the department from DWATSIPM (refer to Note A3).

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

F1-2: 2023-24 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Queensland Veterans Council	Screen ⁽¹⁾ Queensland	Total
	\$'000	\$'000	\$'000	\$'000
Administered income				
Appropriation revenue (Note F1-4) ⁽²⁾	67,654	2,609	20,470	90,733
Other revenue	254	-	-	254
Total administered income	67,908	2,609	20,470	90,987
Administered expenses				
Employee expenses	46,509	-	-	46,509
Supplies and services	21,241	-	-	21,241
Grants and subsidies (Note F1-3)	-	2,609	20,470	23,079
Depreciation and amortisation	25	-	-	25
Other expenses	133	-	-	133
Total administered expenses	67,908	2,609	20,470	90,987
Operating surplus/(deficit)	-	-	-	-
Administered assets				
Current				
Cash and cash equivalents	15,474	-	-	15,474
Receivables	909	-	-	909
Other current assets	458	-	-	458
Total current assets	16,841	-	-	16,841
Non-current				
Plant and equipment/Intangibles	144	-	-	144
Total non-current assets	144	-	-	144
Total assets	16,985	-	-	16,985
Administered liabilities				
Current				
Payables	2,019	-	-	2,019
Accrued employee benefits	2,862	-	-	2,862
Total current liabilities	4,881	-	-	4,881
Non-current				
Accrued employee benefits	7,111	-	-	7,111
Total non-current liabilities	7,111	-	-	7,111
Total liabilities	11,992	-	-	11,992
Net administered assets/liabilities	4,994	-	-	4,994

⁽¹⁾ As a result of the machinery-of-government changes effected on 1 January 2024, Screen Queensland was transferred out to the former Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts.

⁽²⁾ This appropriation revenue was 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 2025

F1-3: Grants and Subsidies

Grants and Subsidies were paid to the following entities.

	2025	2024
	\$'000	\$'000
Screen Queensland	-	20,470
Queensland Veterans Council	616	2,609
Queensland Integrity Commissioner	3,214	-
Total	3,830	23,079

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

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

	2025	2024
	\$'000	\$'000
Budgeted appropriation	76,364	137,560
Transfers from/to other departments	(754)	(47,772)
Lapsed appropriation	(34)	(2,813)
Total administered receipts	75,576	86,975
Non-cash operating transfer to appropriation	335	-
Less: Opening balance of appropriation revenue receivable	(46)	-
Plus: Closing balance of appropriation revenue receivable	-	46
Plus: Opening balance of appropriation revenue payable	-	3,712
Less: Closing balance of deferred appropriation payable	(758)	-
Appropriation revenue recognised in the statement of comprehensive income	75,107	90,733

F1-5: Significant Accounting Policy

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 and Queensland Opposition Handbook include 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 2025

F2: Administered Activities - Budget to Actual Comparison and Variance Analysis

This section contains explanations of major variances between the department's actual 2024-25 financial results and the original budget presented to Parliament.

F2-1: Income and Expenses		Budget ⁽¹⁾	Actual	Variance
	Variance	2025	2025	2025
	Notes	\$'000	\$'000	\$'000
Administered income				
Appropriation revenue		75,945	75,107	(838)
Other revenue	1	-	232	232
Total administered income		75,945	75,339	(606)
Administered expenses				
Employee expenses		49,691	49,023	(668)
Supplies and services		22,768	22,327	(441)
Grants and subsidies	2	3,276	3,830	554
Depreciation and amortisation	3	106	37	(69)
Other expenses	4	104	122	18
Total administered expenses		75,945	75,339	(606)
Operating surplus/(deficit)		-	-	-

⁽¹⁾ Adjusted budget figures for the financial year, as published in latest Service Delivery Statement.

Variance notes:

1. The increase is primarily due to archived storage facilities received in-kind (\$0.230M).
2. The increase is primarily due to additional grant funding for ANZAC Square maintenance and management and Memorial Galleries Visitor Services (\$0.616M).
3. The decrease in depreciation is primarily due to lower than anticipated replacement of capital assets (\$0.069M).
4. The increase is primarily due to additional audit fees (\$0.014M).

Department of the Premier and Cabinet
Notes to the Financial Statements
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F2: Explanation of Major Variances – Administered Activities (cont'd)

F2-2: Assets and Liabilities		Budget ⁽¹⁾	Actual	Variance
	Variance	2025	2025	2025
	Notes	\$'000	\$'000	\$'000
Administered assets				
Current				
Cash and cash equivalents	5	41,619	13,451	(28,168)
Receivables	6	1,269	575	(694)
Other current assets		770	622	(148)
Total current assets		43,658	14,648	(29,010)
Non-current				
Plant and equipment/Intangibles		223	201	(22)
Total non-current assets		223	201	(22)
Total assets		43,881	14,849	(29,032)
Administered liabilities				
Current				
Payables	7	27,600	3,453	(24,147)
Accrued employee benefits	8	1,978	1,740	(238)
Total current liabilities		29,578	5,193	(24,385)
Non-current				
Accrued employee benefits	8	9,643	4,996	(4,647)
Total non-current liabilities		9,643	4,996	(4,647)
Total liabilities		39,221	10,189	(29,032)
Net administered assets		4,660	4,660	-
Total administered equity		4,660	4,660	-

⁽¹⁾ Adjusted budget figures for the financial year, as published in latest Service Delivery Statement.

Variance notes:

5. The decrease is primarily attributable to a reduction in grants payable, driven by Machinery of Government transfers out in 2023 (\$25.228 million) and fulfillment of employee entitlements following the change of government in 2024 (\$4.885M).

6. The decrease is primarily due to reductions in the balance of ALCS and LSLCS receivables (\$0.584M) and timing of receipts from customers (\$0.110M).

7. The decrease is primarily attributable to a reduction in grants payable, driven by Machinery of Government transfers out in 2023 (\$25.228 million).

8. The decrease is primarily due to fulfillment of employee entitlements following the change of government in 2024.

**Department of the Premier and Cabinet
Notes to the Financial Statements
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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 Veterans.

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 2024-25 and 2023-24. 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 and performance of the department.
Associate Director-General, The Cabinet Office	The Associate Director-General, The Cabinet Office provides strategic policy advice and insights to support government decision-making on key social, economic, law and justice, and environment and planning policy. The role is responsible for ensuring outstanding Cabinet and parliamentary support and whole-of-government performance management and reporting. The role also provides support to achieve the best outcomes for Queensland in intergovernmental forums.
Associate Director-General, Governance and Engagement	The Associate Director-General, Governance and Engagement leads the provision of advice to the Director-General and Premier on constitutional, legal, executive government, public administration, and protocol and international engagement matters. The role is also responsible for whole of government sponsorship, communication and engagement activities, overseeing the delivery of events including State Occasions, official visits and functions, and providing support for the veterans' community, partners and stakeholders.
Queensland Parliamentary Counsel	The Office of the Queensland Parliamentary Counsel is 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.
Associate Director-General, Implementation	The Associate Director-General, Implementation influences and collaborates with other agencies to improve outcomes in existing programs and implements new and improved approaches to drive delivery of the government's priorities and commitments. The role also oversees the provision of behavioural economics, research insights and reform initiatives
Chief Executive Officer, Office of First Nations Engagement and Innovation ⁽¹⁾	The Chief Executive Officer, Office of First Nations Engagement and Innovation embraces First Nations' people and communities across Queensland to inform innovative and culturally inclusive decisions and service delivery.
Deputy Director-General, Corporate Services ⁽²⁾	The Deputy Director-General, Corporate is responsible for the department's corporate capabilities and governance frameworks that enable and support the department's performance and achievement of strategic objectives. The role develops and manages the department's people, technology and financial resources with a focus on continuous improvement. The role is also responsible for the delivery of support services to Ministerial offices and the Office of the Leader of the Opposition.
Executive Director, Office of the Director-General	The Executive Director, Office of the Director-General manages the Office of the Director-General.

⁽¹⁾ As a result of the machinery-of-government changes, Office of First Nations Engagement and Innovation transferred out to DWATSIPM effective from 1 November 2024 (refer Note A3).

⁽²⁾ This position was previously the Deputy Director-General People and Services.

**Department of the Premier and Cabinet
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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 source 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

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 Sector Commission as provided under the *Public Sector Act 2022*. 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.
4. Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

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

G1-4: Remuneration Expense

The following disclosures focus on the 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.

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G1-4: Remuneration Expense (cont'd)

Position (Classification) 1 July 2024 to 30 June 2025	Employee Expenses					
	Short Term		Long Term	Post	Termination Benefits	Total
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General (23 December 2024 to 30 June 2025)	379	7	9	45	0	440
Acting Director-General (28 October to 20 December 2024)	110	2	3	13	0	128
Director-General (1 July to 28 October 2024)	244	4	6	35	397	686
Acting Associate Director General, the Cabinet Office (4 April to 30 June 2025)	77	3	2	9	-	91
Associate Director General, the Cabinet Office (1 July 2024 to 3 April 2025)	369	9	8	41	301	728
Associate Director General, Governance and Engagement	405	12	10	48	-	475
Queensland Parliamentary Counsel	383	13	10	51	-	457
Associate Director General, Implementation Division	323	12	9	43	-	387
Chief Executive Officer, Office of First Nations Engagement and Innovations (1 July to 31 October 2024) (1)	154	4	4	19	-	181
Acting Deputy Director-General, Corporate Services (7 April to 30 June 2025)	76	3	-	8	-	87
Deputy Director-General, People and Services (1 July 2024 to 3 April 2025)	258	9	6	29	229	531
Executive Director, Office of the Director General (20 May to 30 June 2025)	28	1	1	3	-	33
Total Remuneration	2,806	79	68	344	927	4,224

(1) As a result of the machinery-of-government changes, Office of First Nations Engagement and Innovations transferred out of the department effective from 1 November 2024.

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G1-4: Remuneration Expense (cont'd)

Position (Classification) 1 July 2023 to 30 June 2024	Employee Expenses					
	Short Term		Long Term	Post	Termination Benefits	Total
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General (21 December 2023 to 30 June 2024)	375	6	9	44	-	434
Director-General (1 July to 15 December 2023)	308	5	9	40	339	701
Associate Director General, the Cabinet Office (2 October 2023 to 30 June 2024)	246	9	6	30	-	291
Associate Director General, the Cabinet Office (1 July 2023 to 29 September 2023)	101	3	3	18	-	125
Associate Director General, Governance and Engagement	360	11	9	51	-	431
Queensland Parliamentary Counsel	346	13	9	45	-	413
Associate Director General, Implementation Division (25 March to 30 June 2024)	98	-	2	11	-	111
Chief Executive Officer, Office of First Nations Engagement and Innovations (10 February to June 2024)	159	5	4	22	-	190
Deputy Director-General, People and Services (1 February to 30 June 2024)	94	8	3	14	-	119
Chief Executive Officer, Brisbane 2032 Coordination Office (until 18 December 2023) ⁽¹⁾	224	5	6	28	-	263
Executive Director, Office of the Director-General (until 31 January 2024) ⁽²⁾	192	7	5	28	-	232
Total Remuneration	2,503	72	65	331	339	3,310

⁽¹⁾ As a result of the machinery-of-government changes, Brisbane 2032 Coordination Office transferred out to the department effective from 1 January 2024.

⁽²⁾ The position is no longer part of the department's executive governance group on 31 January 2024.

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

The department did not voluntarily change any of its accounting policies during 2024-25.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2024-25 by the department.

Accounting standards applied for the first time

No new accounting standards, interpretations or policies that apply to the department for the first time in 2024-25 had any material impact on the financial statements.

Future impact of Accounting Standards not yet effective

At the date of authorisation of the financial statements, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for the department. This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of interest received and interest paid in the Statement of Cash Flows.

The Australian Accounting Standards Board (AASB) is aware that there are issues that need to be clarified in applying AASB 18's new requirements to not-for-profit entities. The AASB expects to conduct outreach with not-for-profit and public sector entities to address these issues and expects that modifications to AASB 18 for application by these entities could take the form of guidance, exemptions and alternative requirements.

The department will assess the expected impacts of AASB 18 after the AASB has decided on the modifications applicable to not-for-profit public sector entities. AASB 18's changes will only affect presentation and disclosure; it will not affect the recognition or measurement of any reported amounts.

G3: Taxation

The department is exempt from income tax under the *Income Tax Assessment Act 1997* 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. 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 is exempt from Queensland payroll tax. This exemption applies to Queensland Government Departments (excluding commercialised business units) effective from 1 July 2014.

G4: Agency transactions - machinery-of-government

The department performs only a custodial role in respect of agency transactions and balances, they are not recognised in the financial statements and are disclosed in these notes for the information of users.

The department acts as an agent, processing transactions for the period 1 December 2024 to 30 June 2025 on behalf of DWATSIPM, Department of Local Government, Water and Volunteers following machinery-of-government changes outlined in Note A3. The department provided corporate services to OQIC.

	Controlled	Administered	Total
	2025	2025	2025
	\$'000	\$'000	\$'000
Expenses	4,059	2,814	6,873

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2025**

G5: Climate Risk Disclosure

Whole-of Government Climate Reporting

The State of Queensland, as the ultimate parent of the department, provides information and resources on climate related strategies and actions accessible at <https://www.energyandclimate.qld.gov.au/climate> and <https://www.treasury.qld.gov.au/energy-and-climate>.

Climate Risk Assessment

The department has not identified any material climate related risks relevant to the financial report at the reporting date, However, constantly monitor the emergence of such risks under the Queensland Government's Climate Transition Strategy.

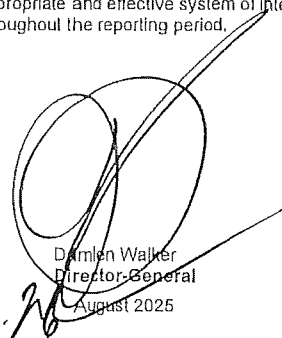
Department of the Premier and Cabinet
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Certificate of the Department of the Premier and Cabinet

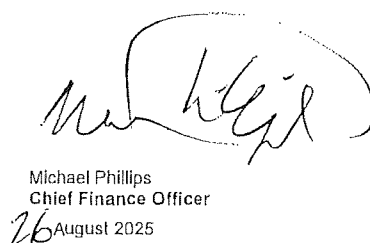
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify 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 2025 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.



Damien Walker
Director-General
26 August 2025



Michael Phillips
Chief Finance Officer
26 August 2025

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 financial report comprises the statement of financial position and statement of assets and liabilities by major departmental services as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2025, and its financial performance for the year then ended; and
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

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 department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 department'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 department 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- 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.



Rachel Vagg
Auditor-General

27 August 2025

Queensland Audit Office
Brisbane

Our leaders

Damien Walker

Director-General

Mr Damien Walker was appointed the Director-General of the Department of the Premier and Cabinet in late 2024.

Most recently Damien was the former Chief Executive of the Department of the Premier and Cabinet in South Australia, a role held since early 2022.

His distinguished public sector career spans more than two decades of senior leadership roles across multiple jurisdictions with a focus on strategy, industry, and public policy.

He was formerly Director-General of the Department of State Development, Infrastructure, Local Government and Planning, in the Queensland Government. In his various Director-General roles, he drove economic growth and job creation and successfully led Queensland's delivery of the 2018 Gold Coast Commonwealth Games.

His background also includes senior executive roles in the South Australian Government in infrastructure planning and delivery, investment facilitation, contract management, and reform implementation.

Damien has also served on a number of boards in the areas of economic development, trade, and investment.

Above all, Damien is passionate about gender equity in the workplace and the prevention of domestic and family violence. He is also driven to deliver initiatives to create opportunities for First Nations people.

Damien holds a Bachelor of Arts and a Bachelor of Planning, and further academic qualifications in property and planning.

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.

Filly has worked in a range of government agencies. She has held 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, a member of the Queensland Veterans' Council, and the Queensland representative on the Council for the Order of Australia and the Australian Bravery Decorations Council.

Filly was awarded a Public Service Medal on Australia Day 2018. Filly is also a graduate of the Australian Institute of Company Directors.

Rebecca McGarrity PSM

Acting Associate Director-General, The Cabinet Office

Ms Rebecca McGarrity has almost 20 years' experience in the Queensland public sector. As Acting Associate Director-General, she leads The Cabinet Office overseeing Policy, Cabinet and Parliamentary Services, and Intergovernmental Relations.

Rebecca has held numerous roles in government as well as the Crime and Corruption Commission. Rebecca has also worked as a solicitor and paralegal in law firms in both Australia and the United Kingdom. Rebecca's expertise spans social, economic, environmental, and legal policy.

Rebecca was awarded the Harvard Club of Australia's Wolfensohn Scholarship in 2018 and received a Public Service Medal in 2019 for outstanding public service to social policy development in Queensland.

She holds a Bachelor of Laws (Honours) and is currently an ex officio member of the Domestic and Family Violence Prevention Council. Rebecca is also a graduate of the Australian Institute of Company Directors.

David Sinclair

Associate Director-General, Implementation

Mr David Sinclair has worked in the private and public sectors in the United Kingdom and Australia.

As Associate Director-General, David leads the Implementation Division to drive delivery of the government's priorities and objectives through strategic thinking, collaboration, and data-driven solutions to drive impactful outcomes for Queensland.

David's previous experience includes roles in the Queensland public sector, banking and finance, the Scottish Government Executive, and in economic consultancy. David has held senior roles in Queensland Treasury and Queensland Health.

While with Queensland Health, David was Executive Director in the Capital and Asset Services Branch and subsequently in the COVID-19 Supply Chain Surety Division. In 2022, David was appointed to the role of Deputy Director-General Corporate Services Division and then in 2023 as acting Associate Director-General, Strategy, Policy and Reform Division.

David holds a Bachelor of Science (Honours) and a Master of Business Administration (MBA).

Megan Barry

Deputy Director-General, Corporate

Ms Megan Barry's career spans over 25 years in both the private and public sectors in Queensland and Western Australia, in a diverse range of industries including arts, tourism, retail, mining, information and communication technology, and energy.

A strong advocate for public purpose work, Megan previously held the roles of Deputy Director-General, People, Information and Communication Services with the Department of Education, and Deputy Commissioner with the Queensland Public Sector Commission.

Megan joined DPC in April 2025 where she leads the department's Corporate division. Megan holds tertiary qualifications in education and business and is a graduate of the Australian Institute of Company Directors.

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.

Emma Kinnane

Executive Director, Office of the Director-General

Ms Emma Kinnane has 20 years' experience in the Queensland public sector.

As Executive Director in the Office of the Director-General, Emma brings to the role a strong background of senior executive support and stakeholder engagement, playing a pivotal role in ensuring effective collaboration across the public sector.

Emma supports the Director-General and the Government of the day, in delivering strategic priorities for Queensland.

Emma provides executive oversight across a variety of areas not only within DPC but across all agencies in her role as secretariat to the Leadership Board. She plays a key role in the management and coordination of many critical government functions including the Premier's Estimates Hearings, Disaster Recovery Responses at the Queensland Disaster Management Committee meetings, and the day-to-day progression of correspondence and administrative functions within the department.

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
Cross-Border Commissioner	<i>Cross-Border Commissioner Act 2024</i>	Included in DPC's annual report and separate annual report prepared
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
Public Sector Commission	<i>Public Sector Act 2022</i>	Separate annual report prepared
Public Sector Governance Council	<i>Public Sector Act 2022</i>	Included in Public Sector Commission's annual report
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, see Boards and committees section
Queensland Plan Ambassadors Council	<i>Queensland Plan Act 2014</i>	See Boards and committees section
Queensland Veterans' Council	<i>Queensland Veterans' Council Act 2021</i>	Separate annual report prepared
Veterans' Reference Group	<i>Queensland Veterans' Council Act 2021</i>	Included in Queensland Veterans' Council annual report

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 members of Parliament respectively.

During 2024–2025, 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 make directives or guidelines about employment matters. In the preceding 12 months, there has been one new directive issued under the Act.

A total of 612 staff were employed under the Act for the financial year ending 30 June 2025, with 268 staff employed as at 30 June 2025.

Boards and committees

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.				
Functions	The Prevention Council supports the Queensland Government's domestic and family violence reform program through: <ul style="list-style-type: none">• annual work plans of activities aligned with relevant government priorities and actions• encouraging greater 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	Over the course of this year, the members of the Prevention Council met twice and undertook 130 out-of-session engagements including: <ul style="list-style-type: none">• delivering 39 community education presentation and/or speeches• participating in six workshops/reform activities/consultations• meeting with 29 stakeholder groups• hosting 10 in-person or online events• attending 28 community events• participating in 10 media engagements• undertaking eight regional visits• curating a social media campaign with 16 videos to mark the 16 days of Activism 2024.				
Financial reporting	The Prevention Council's costs are contained within the department's financial statements. Actual fees received relate solely to remuneration but do not include travel allowances or any reimbursements made for out-of-pocket expenses.				
Remuneration					
Position	Name	Meetings/ sessions attendance*	Approved annual, sessional, or daily fee	Approved subcommittee fees if applicable	Actual fees received
Co-Chair	Bob Atkinson [#]	1	\$390 daily	N/A	\$13,065
Co-Chair	Vanessa Fowler [#]	2	\$390 daily	N/A	\$19,920
Member	Faiza El-Higzi [#]	2	\$300 daily	N/A	\$2,850
Member	Lyn Anderson [#]	2	\$300 daily	N/A	\$3,450
Member	Andrew Taukulo [#]	2	\$300 daily	N/A	\$3,150
Member	Adair Donaldson [#]	1	\$300 daily	N/A	\$3,600
Member	Ben Bjamesen [#]	2	\$300 daily	N/A	\$2,100
Member	Jacque Lachmund [#]	2	\$300 daily	N/A	\$4,105
Member	Kai Lowah [#]	1	\$300 daily	N/A	\$1,200
Member	Kay McGrath [#]	1	\$300 daily	N/A	\$2,550
Member	Nikita Sellin [#]	1	\$300 daily	N/A	\$2,400
Member	Terence Creek	0	\$300 daily	N/A	\$0
Member	Torita Blake [#]	2	\$300 daily	N/A	\$2,700
Member	Rachel Broun ^{#<}	2	\$300 daily	N/A	\$1,200
Ex-officio member	Department of the Premier and Cabinet representative [#]	2	\$0 daily+	N/A	N/A
Ex-officio member	Department of Justice and Attorney-General representative	0	\$0 daily+	N/A	N/A
Ex-officio member	Department of Families, Seniors, Disability Services and Child Safety [#]	2	\$0 daily+	N/A	N/A
Ex-officio member	Queensland Police Service representative [#]	2	\$0 daily+	N/A	N/A
Ex-officio member	Department of Education representative [#]	2	\$0 daily+	N/A	N/A
Ex-officio member	Public Sector Commission representative [#]	2	\$0 daily+	N/A	N/A

No. scheduled meetings/sessions	2 multi-day Prevention Council Meetings (December 2024 and April 2025) 130 additional out of session engagements
Total out of pocket expenses^	\$1,933.55

* 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 related to 'significant travel'.

Denotes current members.

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

< Member waived remuneration during some or all of reporting period.

^ Due to end-of-financial year cutoffs, fees and out of pocket expenses associated with Council activities delivered on or after 1 April 2024 have been captured in this report, whilst fees and out of pocket expenses associated with Council activities delivered on or after 1 May 2025 will be captured in the 2025–2026 Annual Report.

Queensland Independent Remuneration Tribunal					
Act or instrument	Queensland Independent Remuneration Tribunal Act 2013				
Functions	The Queensland Independent Remuneration Tribunal reviews and determines remuneration (salaries, allowances and entitlements) of members and former members of the Queensland Legislative Assembly and the entitlements of cross bench members to additional staff members.				
Achievements	<p>The following Determinations were issued for the 2024–2025 reporting period:</p> <ul style="list-style-type: none">30 September 2024: Determination 32/2024 to adjust the Electorate and Communication Allowance Bands with effect from 1 July 2024.14 February 2025: Determination 33/2025 entitled ‘Home security allowance for Members of Parliament’.26 February 2025: Determination 34/2025 about entitlements of cross bench members to additional staff members in accordance with section 31G(2)(a) of the <i>Queensland Independent Remuneration Tribunal Act 2013</i>.7 May 2025: Determination 35/2025 to set the annual salary increases and adjustments to the allowances and entitlements for Members of the Legislative Assembly and the additional salary increases for office holders.				
Financial reporting	The Tribunal is required under the <i>Queensland Independent Remuneration Tribunal Act 2013</i> to prepare and give 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 subcommittee fees if applicable	Actual fees received
Chair	Keitha Dunstan	7	\$520 meeting fee (4 hours or less)	N/A	\$1,560*
Member	Patrick Weller	7	\$400 meeting fee (4 hours or less)	N/A	\$1,200*
Member	Jim Varghese	7	\$400 meeting fee (4 hours or less)	N/A	\$1,200*
No. scheduled meetings/sessions	7 meetings				
Total out-of-pocket expenses	Not applicable				

* Includes fees for meeting attended during 2023–2024 financial year.

Queensland Plan Ambassadors Council					
Act or instrument	Queensland Plan Act 2014				
Functions	<p>The Queensland Plan Ambassadors Council (Council) fosters community engagement and shared responsibility for achieving the long-term vision and goals of The Queensland Plan.</p> <p>Ambassadors on the Council serve as champions of The Queensland Plan and encourage industry, business, and community organisations, and the general public to continue to strive towards its visions and goals.</p> <p>The Council has the following functions:</p> <ul style="list-style-type: none">to promote awareness and advocate for the implementation of The Queensland Plan within the community, business, and industryto advise the Premier on matters relating to the implementation of The Queensland Plan.				
Achievements	<p>Key achievements of the Council this year include:</p> <ul style="list-style-type: none">holding two meetings, with a key focus on regional leadership network and place-based approaches to social impact investmentidentifying opportunities to support community-led place-based solutions and advocating the economic benefit of place-based program delivery.				
Financial reporting	The Council’s costs are accounted for in the department’s financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional, or daily fee	Approved subcommittee fees if applicable	Actual fees received
Chairperson	The Honourable Tony McGrady AM	2	N/A	N/A	N/A
Deputy Chairperson	Professor Allan Dale	1	N/A	N/A	N/A
Member	Mr Murray Saylor	1	N/A	N/A	N/A
Member	Ms Elsa Larsen	1	N/A	N/A	N/A
Member	Mr Taj Pabari	1	N/A	N/A	N/A
Member	Ms Karen Tully	2	N/A	N/A	N/A
Member	Ms Kate White	0	N/A	N/A	N/A
Member	Ms Patsy-Ann Fox	0	N/A	N/A	N/A
Member	Ms Suzanne Cadigan	2	N/A	N/A	N/A
Member	Mr Ben Bjarnesen BM	1	N/A	N/A	N/A
Member	Ms Shelley Argent	2	N/A	N/A	N/A
No. scheduled meetings/sessions	2 meetings				
Total out-of-pocket expenses*	\$977				

* Include out of pocket expenses for meeting attended during the 2023–24 financial year.

Appendix A: Our performance

Department Service Standards 2024–2025

Service area: Government Decision Support¹

Service area objective: Provide outstanding decision support to implement government priorities.

Service standards	Notes	2024–2025 Target/Est.	2024–2025 Actual
Effectiveness measures			
Overall client satisfaction with engagement in the policy development process		85%	71%
Overall client satisfaction with advice and support relating to intergovernmental relations		85%	83%
Overall client satisfaction with advice and support relating to Cabinet support and Parliamentary services		85%	72%
Efficiency measures			
Total cost per hour of government decision support output	2	\$171	\$167
Average cost of supporting Regional and Community Cabinet meetings	3	\$30,000	\$32,322

Notes:

1. In 2024–25, this service area was amended to include focused support for cross-border communities through support for the Office of the Cross-Border Commissioner as a result of machinery-of-government changes on 1 November 2024.
2. The variance between the 2024–2025 Target/Estimate and the 2024–2025 Actual is primarily due to departmental structural changes in 2025.
3. The variance between the 2024–2025 Target/Estimate and the 2024–2025 Actual is due to the increased costs of goods and services required to support the delivery of the program.

Service area: Government Service Delivery Implementation Support¹

Service area objective: Work across the public sector to achieve improvements in service delivery to progress government priorities.

Service standards	Notes	2024–2025 Target/Est.	2024–2025 Actual
Effectiveness measure			
Overall client satisfaction with advice and support relating to performance management and reporting requirements		85%	71%
Efficiency measure			
Not identified			

Note:

1. In 2024–2025, this service area was amended to reflect departmental structural changes in 2025 which now includes behavioural economics, research insights, and reform activities formerly included in the Government Decision Support service area.

Service area: Governance Support and Advisory Services

Service area objective: Ensure strong, accountable government through provision of constitutional, legal and public administration support to the Premier and across government.

Service standards	Notes	2024–2025 Target/Est.	2024–2025 Actual
Effectiveness measure			
Overall client satisfaction with governance support and advisory services		85%	83%
Efficiency measure			
Cost per hour to provide governance support and advisory services		\$149	\$150

Service area: Engagement and Events Support¹

Service area objective: Lead collaborative communication, engagement and events to achieve an informed and connected Queensland.

Service standards	Notes	2024–2025 Target/Est.	2024–2025 Actual
Effectiveness measure			
Overall client satisfaction with advice and support relating to engagement and events	2	85%	64%
Efficiency measure			
Cost per hour of engagement and events support	3	\$178	\$167

Notes:

1. This service area includes support for veterans, which became the responsibility of the department as a result of machinery-of-government changes on 1 November 2024 and reflects departmental structural changes in 2025.
2. The variance between the 2024–2025 Target/Estimate and 2024–2025 Actual is primarily due to higher levels of 'neither satisfied nor dissatisfied' responses.
3. The variance between the 2024–2025 Target/Estimate and the 2024–2025 Actual is primarily due to machinery-of-government changes on 1 November 2024 and departmental structural changes in 2025.

Service area: Legislative Drafting and e-Publishing

Service area objective: Draft and provide access to Queensland legislation of the highest standard.

Service standards	Notes	2024–2025 Target/Est	2024–2025 Actual
Effectiveness measures			
Overall client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel		90%	100%
Overall client satisfaction with the quality of access to legislation available online		90%	100%
Efficiency measure			
Average cost per hour of legislative drafting and publishing output		\$180	\$181

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	Letter of compliance
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	Contents Glossary of terms
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	(Inside front cover)
	<ul style="list-style-type: none"> Interpreter service statement 	Queensland Government Language Services Policy ARRs – section 9.3	(Inside front cover)
	<ul style="list-style-type: none"> Copyright notice 	Copyright Act 1968 ARRs – section 9.4	Copyright
	<ul style="list-style-type: none"> Information Licensing 	QGEA – Information Licensing ARRs – section 9.5	Licence
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10	About the department Director-General's report Our Strategic Plan 2024–2028
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community and whole-of-government plans/specific initiatives 	ARRs – section 11.1	About the department Director-General Government's objectives for the community
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.2	Our Strategic Plan 2024–2028 Government Decision Support Government Service Delivery Implementation Support Governance Support and Advisory Services Engagement and Events Support Legislative Drafting and e-Publishing Our people
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.3	Government Decision Support Government Service Delivery Implementation Support Governance Support and Advisory Services Engagement and Events Support Legislative Drafting and e-Publishing Corporate Governance Appendix A: Our performance

Summary of requirement		Basis for requirement	Annual report reference
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	Financial summary 2024–2025
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	About the department Organisational structure
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	Our leaders Corporate Governance – Executive Leadership Team Finance, Performance and Planning, and Risk Subcommittee People and Culture Subcommittee Information Steering Subcommittee
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	Statutory reports
	<ul style="list-style-type: none"> Public Sector Ethics 	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Our people
	<ul style="list-style-type: none"> Human Rights 	<i>Human Rights Act 2019</i> ARRs – section 13.5	Our people
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	Our people
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1	Corporate Governance – Audit and Risk Management Committee Risk Management
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2	Corporate Governance – Audit and Risk Management Committee
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 14.3	Corporate Governance – Internal Audit
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 14.4	Corporate Governance – External scrutiny
	<ul style="list-style-type: none"> Information systems and recordkeeping 	ARRs – section 14.5	Corporate Governance – Information systems and recordkeeping
	<ul style="list-style-type: none"> Information Security attestation 	ARRs – section 14.6	Corporate Governance – Information Security attestation statement
Governance – human resources	<ul style="list-style-type: none"> Strategic workforce planning and performance 	ARRs – section 15.1	Our people
	<ul style="list-style-type: none"> Early retirement, redundancy and retrenchment 	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Our people

Summary of requirement		Basis for requirement	Annual report reference
Open Data	• Statement advising publication of information	ARRs – section 16	Corporate Governance – 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
	• Charter of Victims' Rights	VCSVRB Act 2024 ARRs – section 31.4	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 2024–2025
	• Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Financial Statements 2024–2025

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

Glossary of terms

AASB Australian Accounting Standards Board

AO Officer of the Order

ALCS Annual Leave Central Scheme

APES Accounting Professionals Ethical Standards

ARMC Audit and Risk Management Committee

ARRs Annual report requirements for Queensland Government agencies

ATO Australian Taxation Office

BCM Business Continuity Management

CBRC Cabinet Budget Review Committee

DFV Domestic and Family Violence

DPC Department of the Premier and Cabinet

DWATSIPM Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism

eDRMS Electronic Document Records Management System

ELT Executive Leadership Team

FAA *Financial Accountability Act 2009*

FBT Fringe Benefit Tax

FPMS *Financial and Performance Management Standard 2019*

FPPR Finance, Performance and Planning, and Risk Subcommittee

FTE Full-time equivalent

GST Goods and Services Tax

ICT Information and communication technology

ISMS Information Security Management System

ISO International Standards Organisation

IT Information technology

ISSN International Standard Serial Number

KMP Key Management Personnel

LDeP Legislative Drafting and e-Publishing

LSLCS Long Service Leave Central Scheme

MOG Machinery-of-government

MOHRI Minimum Obligatory Human Resources Information

OFNEI Office of First Nations Engagement and Innovation

OIC Office of the Information Commissioner

OQIC Office of the Queensland Integrity Commissioner

OQPC Office of the Queensland Parliamentary Counsel

PSC Public Sector Commission

PSM Public Service Medal

QAO Queensland Audit Office

QGAO Queensland Government Accommodation Office

QGIF Queensland Government Insurance Fund

QPS Queensland Police Service

QPSF Queensland Protective Security Framework

QuILLS Queensland Integrated Legislation Lifecycle System

QVC Queensland Veterans' Council

SWP Strategic Workforce Plan