Department of the Premier and Cabinet

Annual Report

2025 – 2026

DELIVERING FOR QUEENSLAND

Queensland Government

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 2025–2026. It has been prepared in accordance with the *Financial Accountability Act 2009*.

The report records the significant achievements against the strategies and services detailed in the DPC *Strategic Plan 2025–2029,* the Office of the Queensland Parliamentary Counsel's *Strategic Plan 2025–2029* and the *Service Delivery Statement 2025–2026.*

Copies of this publication are available at www.premiers.qld.gov.au, and directly at www.premiers.qld.gov.au/publications/categories/reports/annual-reports.aspx. A paper copy of this report may be obtained by telephoning (07) 3003 9057 or emailing corporategovernance-dpc@premiers.qld.gov.au.

DPC is committed to providing accessible information and services to Queenslanders from all cultural and linguistic backgrounds. To talk to someone about the DPC Annual Report 2025–2026 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/14100/view.html

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15 September 2026

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 2025–2026 and financial statements for the Department of the Premier and Cabinet.

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*
- the requirements set out in the *Legislative Standards Act 1992*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 55 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.

DPC supports the Premier and Cabinet and works across the public sector to help deliver the government's priorities for Queensland. Our vision is a public service that delivers for Queenslanders, and our purpose is to lead and connect the public sector to enable the delivery of government priorities.

Our strategic objectives focus on providing outstanding advice, supporting better service delivery, strengthening accountable and effective government, keeping Queensland informed and connected, and building an empowered, responsive and accountable department.

DPC provides policy advice, Cabinet and parliamentary support, and intergovernmental relations services to help government make informed decisions. We work with agencies to support implementation of government priorities and commitments, improve service delivery, and strengthen performance management and reporting across the public sector.

DPC supports accountable and effective government through advice on Executive Council, executive government, constitutional and machinery-of-government matters.

We help keep Queensland informed and connected through whole-of-government communication, community engagement and events, protocol and international engagement advice, and support for veterans' policy and programs. DPC also provides corporate services to ministerial offices and the Office of the Leader of the Opposition.

We strengthen our organisational capability by supporting our people, maintaining safe and inclusive workplaces, managing resources effectively, and continuous improvement across governance, security, risk management, business processes and systems.

As Queensland's Government's lead agency, DPC operates in a fast-paced environment shaped by changing community expectations, complex policy issues, technological change, and an evolving security and global economic outlook. These pressures create both challenges and opportunities in supporting the delivery of government priorities.

In 2026–2027, the government's budget approach is focused on strengthening the foundations for delivery by funding essential services, investing in infrastructure, and providing certainty and stability. This will require disciplined choices, strong coordination, and clear advice to help government respond to community needs while maintaining focus on long-term outcomes.

By connecting agencies, focusing effort, and supporting timely, informed decision-making, DPC will support government to navigate these challenges, seize opportunities, and deliver better outcomes 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.

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 emergency departments, 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 2025–2026, DPC continued to support the Premier, Cabinet, and the people of Queensland.

I am pleased to present the Department of the Premier and Cabinet's Annual Report for 2025–2026.

Over the past year, DPC has played a central role in supporting the Queensland Government to deliver on its commitments and respond to the opportunities and challenges facing our state.

As the government's lead agency, we have provided strategic leadership, trusted advice, and effective coordination to support decision-making, drive priorities, and enable a whole-of-government approach. Our work has focused on helping government deliver tangible outcomes for Queenslanders.

Through the provision of high-quality and timely advice, coordination and support to the Premier, Cabinet, Executive Council and parliamentary processes, we have supported the delivery of government priorities, strengthened cross-agency collaboration, and helped ensure the effective operation of Queensland's system of government.

DPC also played a critical role in supporting Queensland communities during periods of significant weather events. By coordinating whole-of-government advice, supporting disaster management arrangements, and leading strategic communications, we helped ensure Queenslanders had access to timely information and support when it was needed most.

Throughout the year, we remained committed to ensuring communities were more informed and connected. Through Community Cabinet events held across regional and rural Queensland, thousands of Queenslanders had the opportunity to engage with Ministers and contribute to conversations about local priorities, helping inform government decision-making and service delivery.

The department delivered and supported major events, commemorations, and community initiatives that celebrated Queensland's identity, recognised service, and strengthened community connection.

From Australia Day and Queensland Day to the Reconciliation Awards, VP80 commemorations, engagement on the first Queensland Veterans and Veterans' Families Strategy, and G'day Little Queenslanders these initiatives reflected the values and aspirations that unite Queenslanders.

DPC contributed to safer, more resilient communities by supporting the Domestic and Family Violence Prevention Council and strengthening the state's resilience by advancing critical policy capability across disaster preparedness, cyber security, critical infrastructure resilience, and countering foreign interference. This work has enabled stronger coordination across agencies and enhanced government preparedness.

The department advanced Queensland's interests nationally and internationally through strategic intergovernmental relationships, diplomatic and protocol engagements, and support for the Premier's trade mission to India and Japan. These efforts helped strengthen relationships, unlock opportunities, and promote Queensland as a destination for investment, trade, and collaboration.

A significant focus during the year was supporting the development of the 2026–2027 Queensland State Budget. Through coordinated policy, fiscal, and communications advice, DPC helped ensure government decisions remained aligned with commitments to fiscal responsibility, cost-of-living support, frontline services, and infrastructure delivery.

The achievements outlined in this report reflect the professionalism, expertise, and dedication of DPC staff. Their commitment to excellence, often within complex operating environments, enables government to deliver for Queenslanders every day.

As the chairperson of the Public Sector Governance Council, I provided direction and support to the Special Commissioner for Regional and Rural Queensland, to ensure that the voices of regional and rural communities are heard and that their needs and aspirations are prioritised in public sector service delivery, policy and planning.

As we look ahead, DPC remains focused on supporting an accountable and high-performing government that is delivering for Queensland. We will continue to provide the leadership, coordination, and strategic advice needed to help deliver better outcomes for Queenslanders now and into the future.

Damien Walker
Director-General

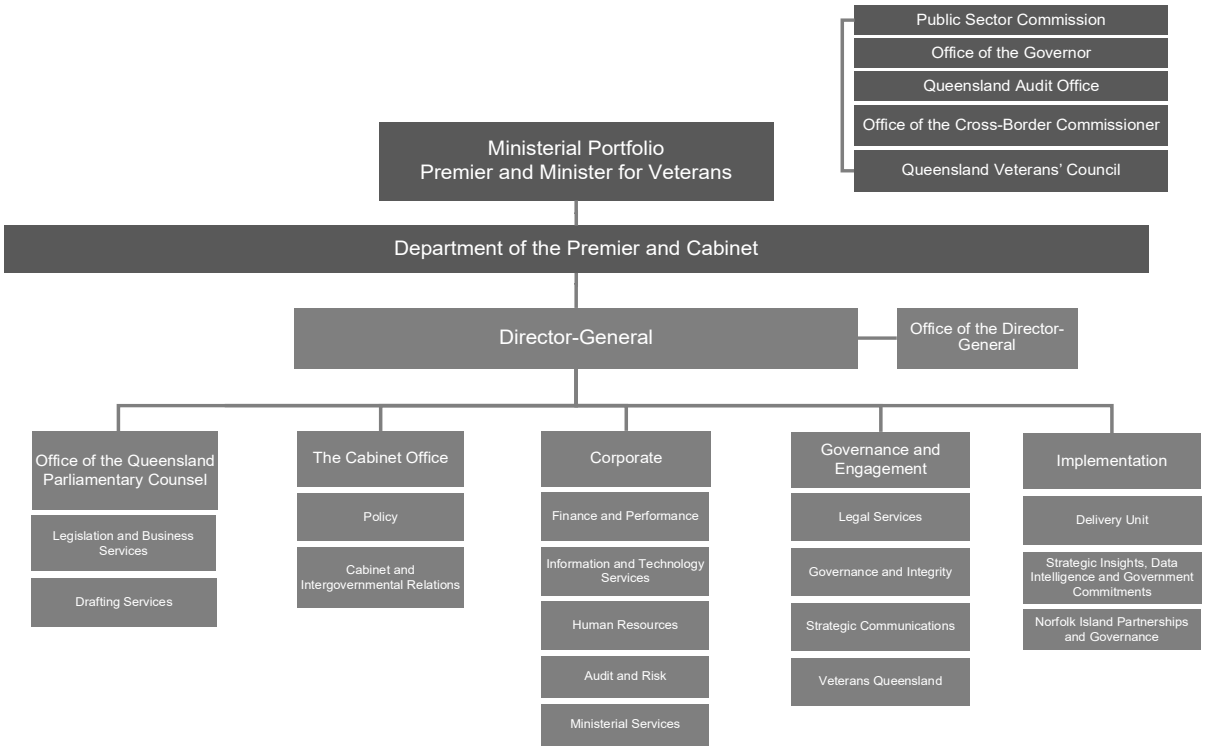
Organisational structure

DPC delivers its services through the structure outlined in the organisational chart below. The Ministerial portfolio of the Premier in 2025–2026 includes the following bodies:

- Public Sector Commission
- Office of the Governor
- Queensland Audit Office
- Office of the Cross-Border Commissioner
- 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 2026.



Our Strategic Plan 2025–2029

Our **vision** – A public service that delivers for Queenslanders.

Our **purpose** – We lead and connect the public sector to enable the delivery of government priorities.

Our guiding **principles** are:

Bold but faithful
We approach our work with courage and integrity

We deliver
We take responsibility and see things through

Back the facts
We use evidence, insight and experience

Engage and collaborate
We work together and challenge ourselves and others to achieve great outcomes

Lift each other up
We take pride in our work and deliver as one.

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.

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*During 2025–26, this strategy has been realigned from strategic objective *'Better service delivery for Queenslanders'* to strategic objective *'Outstanding advice supporting good decision-making'*. The change also affected the SDS 2025–2026, as noted elsewhere in this annual report.

An informed and connected Queensland

- Lead whole-of-government strategic communications to ensure efficient, timely, 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, responsive 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 timely and effective corporate support services to ministerial offices and the Office of the Leader of the Opposition.

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**:

- Building and enhancing 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
- Driving engagement and connecting stakeholders across Queensland with government priorities and decisions.

The DPC *Strategic Plan 2025–2029* as published on 1 July 2025 is available on our website www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx.

Service Delivery Statement 2025–2026

As part of the Queensland Government's budget process, DPC prepares a Service Delivery Statement (SDS) annually that outlines the high-level services we deliver to the community and the performance measures used to assess our annual performance. DPC's Strategic Plan sets out our strategic direction and priorities, and the SDS complements this framework by identifying the service areas through which those priorities are delivered.

The following service area chapters are structured by SDS service area to provide a clear account of our service delivery performance during 2025–2026 and our contribution to the relevant strategic objectives.

Detailed 2025–2026 SDS performance measure results for these service areas are provided in Appendix A.

Performance against the strategic objective, 'An empowered, responsive and accountable department' is reported in the 'Our people' section of this report.

Government Decision Support

The service area provides outstanding strategic policy advice and insights to support government decisions on key social, economic, law and justice, and 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 all hazards disaster and crisis coordination support. The service area also supports timely decision-making through the Cabinet and Cabinet Committee processes and delivery of Regional and Community Cabinet. It also strengthens the implementation of the Queensland Government Performance Management Framework policy across the public sector. The service area provides support for cross-border communities and drives the government's objectives in intergovernmental forums and initiatives.

Key achievements for 2025–2026

- Supported the Premier and Cabinet in the coordination and delivery of the strategic forward agenda for Cabinet and Cabinet Committees, and the delivery of Regional and Community Cabinet
- Provided whole-of-government coordination and advice on the parliamentary legislative program, parliamentary processes, and procedures
- Supported the Cabinet Budget Review Committee with advice on formulating and delivering the 2025–2026 mid-year fiscal and economic review (MYFER) and the 2026–2027 State Budget
- Supported line agencies in the development of evidence-based policy, legislative reform and delivery of key policy initiatives across all government portfolios
- Provided effective coordination and support for Queensland's disaster management, counter-terrorism, cyber security, and critical infrastructure arrangements, as part of the delivery of DPC's All Hazards Crisis Capability
- Supported 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
- Supported delivery of federal funding arrangements and national policy reform initiatives for a range of key sectors, including health and disability

- Worked collaboratively with agencies on the implementation of the Queensland Government Performance Management Framework policy to maintain and strengthen service performance across government*
- Monitored implementation progress of Cabinet and Cabinet Committee decisions.

Future directions for 2026–2027

- Continue to support the Premier and Cabinet in the coordination and delivery of the strategic forward agenda for Cabinet and Cabinet Committees, 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 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 sectors, including health and education
- Continue to provide whole-of-government support and advice on the Queensland Government Performance Management Framework policy to drive governance and accountability
- Continue to support line agencies in the development of evidence-based policy, legislative reform, and delivery of key policy initiatives across all government portfolios
- Continue to provide effective coordination and support for Queensland's disaster management, counterterrorism, cyber security, and critical infrastructure arrangements, as part of the delivery of DPC's All Hazards Crisis Capability
- Continue to support the work of the Domestic and Family Violence Prevention Council, through strategic and effective Secretariat support.

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*During 2025–2026, Performance Management Framework-related services were realigned from the 'Government Service Delivery Implementation Support' service area to this service area.

Government Service Delivery Implementation Support

The service area is responsible for driving the delivery of Queensland Government's priorities and commitments. Working in partnership with delivery agencies, the service area supports the successful implementation of government commitments, improves outcomes from government initiatives, and advances innovative approaches aligned with government priorities. By combining delivery support, data-driven information, and future-focused strategic insights, the service area helps government focus effort and resources where they matter most, monitor progress, address emerging challenges, and maximise the benefits delivered to Queenslanders. The service area is also responsible for Queensland's obligations under the Norfolk Island Intergovernmental Partnership to provide agreed state-level services to Norfolk Island.

Key achievements for 2025–2026

- Partnered with agencies across government to improve service delivery and outcomes aligned with the government's priorities and commitments to Queenslanders
- Led whole-of-government processes for the implementation, monitoring, and reporting of government commitments
- Delivered strategic insights on emerging trends and signals, to inform decision-making for complex challenges and future opportunities
- Applied advanced analytics and evidence-based approaches to guide implementation, monitor progress, and measure impact
- Supported service delivery and investigated solutions to service gaps on Norfolk Island in partnership with the Australian Government.

Future directions for 2026–2027

- Drive improved outcomes from government programs and services through effective implementation of the government's priorities and commitments
- Strengthen whole-of-government implementation capability through innovative approaches, collaboration, and continuous improvement
- Leverage strategic insights and foresights to inform policy development, service reform, and decision-making
- Provide leadership in shaping service delivery to Norfolk Island by defining and implementing a sustainable, business-as-usual model.

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. It supports the 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 2025–2026

- Supported the Governor and Executive Councillors to perform their constitutional duties, including facilitating 53 Executive Council meetings
- Continued to enhance systems and processes to support Ministerial Offices and the Office of the Leader of the Opposition, implementing contemporary expense and IT systems.

Future directions for 2026–2027

- Lead the swearing-in of the 28th Governor of Queensland
- Further enhancement of financial system and reporting tools for Ministerial Offices and the Office of the Leader of the Opposition.

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, best-practice event delivery, community engagement 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 provides whole-of-government co-ordination of engagement with Queensland's veterans' community, partners, and stakeholders.

Key achievements for 2025–2026

- Continued 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 communities of practice
- Enhanced 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
- Maintained whole-of-government strategic communications 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 governance for whole-of-government advertising
- Strengthened management of the whole-of-government master media standing offer arrangement to maximise buying efficiency, support informed media investment decisions, and deliver value for money for government campaigns
- Designed communication and media activities and strategies to engage, inform, and celebrate Queenslanders
- Continued to lead Queensland Government campaigns to communicate programs and initiatives that benefit Queenslanders
- Led and advised on best-practice event delivery and sponsorship strategy across government and administered the Events Sponsorship Fund to drive economic and community benefit through high-value events aligned with government priorities
- Enhanced 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

- Provided leadership and coordination of international engagement activities, including the Premier's first official overseas trade mission to India and Japan
- Provided strategic advice on protocol matters, including delivery of the State Funeral for Sir Leo Hielscher AC, and Queensland's participation in national observances and commemorative occasions including the National Day of Mourning for the victims of the Bondi Beach terrorist attack
- Delivered events supporting Queensland's international relationships and multicultural communities, including the Premier's 2025 Multicultural Community Reception and 2026 Lunar New Year Reception. Recognised significant anniversaries for Queensland, including the reception to commemorate the 80th Anniversary of the End of World War II in the Pacific Region and the Australian South Sea Islanders: Queensland celebrating 25 years of recognition commemorative function
- Facilitated 12 Heads of Mission official visit programs and associated official hospitality – including for the Ambassadors of Ukraine, Ireland, and Italy, and a delegation of European Union and Member States Heads of Mission. Supported 16 meetings with foreign government representatives, including the Chairman of the Standing Committee of the National People's Congress, People's Republic of China, and the Prime Minister of New Zealand
- Continued to lead Queensland's disaster management and all hazards crisis response arrangements, including the Crisis Communication Network. Provided support to the Queensland Disaster Management Committee and State Disaster Management Group
- Reviewed existing disaster and crisis arrangements to ensure they reflect best-practice policy and identify gaps to be addressed. Proactively drove a whole-of-government approach to crisis communication preparedness and response through the delivery of training scenarios and exercises
- Engaged the veteran community and ex-service and veterans support organisations to inform the development of the first Queensland Veterans and Veterans' Families Strategy
- Continued development of new programs and initiatives to support Queensland veterans and their families
- Continued to oversee and lead the commitment to construct a new Cenotaph at Maudsland and enhance the Upper Coomera Cenotaph.

Future directions for 2026–2027

- 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 networks
- Continue to lead best-practice event delivery and sponsorship strategy across government
- Continue to deliver a targeted program of events to enhance engagement with Queenslanders via key programs including Queensland Day and G'day Little Queenslanders
- Provide strategic advice and leadership to support the delivery of whole-of government communication and media, including implementing priority campaigns that effectively inform and engage Queenslanders

- Continue to deliver high-quality media reporting and analysis services for the whole-of-government
- 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
- Enhance the government's international engagement program by leveraging existing relationships and developing new engagements and opportunities, through strategically focused trade missions and protocol events, working in partnership with other agencies
- Launch the Queensland Veterans and Veterans' Families Strategy for 2026–2032
- Finalise delivery of the new Cenotaph at Maudsland and enhanced Upper Coomera Cenotaph.

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 area 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 2025–2026

- 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
- Drafted and introduced significant legislation within the reporting period including:
  - *Major Sports Facilities and Other Legislation Amendment Bill 2025*
  - *Community Protection and Public Child Sex Offender Register (Daniel's Law) Bill 2025*
  - *Tobacco and Other Smoking Products (Dismantling Illegal Trade) and Other Legislation Amendment Bill 2025*
  - *Energy Roadmap Amendment Bill 2025*
  - *Environmental Protection (Efficiency and Streamlining) and Other Legislation Amendment Bill 2025*
  - *Local Government (Empowering Councils) and Other Legislation Amendment Bill 2025*
  - *Fighting Antisemitism and Keeping Guns out of the Hands of Terrorists and Criminals Amendment Bill 2026*
  - *Expanding Adult Crime, Adult Time and Taking a Strong Stance on Drugs and Anti-Social Behaviour Amendment Bill 2026*
  - *Resources Safety and Health Queensland and Other Legislation Amendment Bill 2026*
  - *Justice and Other Legislation Amendment Bill 2026*
  - *Sunshine Coast Waterways Authority Bill 2026*
  - *Transport and Other Legislation (Managing E-mobility Use and Protecting Our Communities) Amendment Bill 2026*
  - *Waste Reduction and Recycling (Strengthening the Container Refund Scheme) Amendment Bill 2026*
  - *Legal Profession (Strengthening Disciplinary Matters) Amendment Bill 2026*

- *State Development and Public Works Organisation (Critical Minerals) and Other Legislation Amendment Bill 2026*
- *Youth Justice (Circuit Breaker) Amendment Bill 2026*
- *Criminal Code (Dangerous Driving) and Other Legislation Amendment Bill 2026*
- *Transport and Other Legislation Amendment Bill 2026.*

- Drafted and made significant subordinate legislation in the reporting period including:
  - *Planning (Social Impact and Community Benefit) and Other Legislation Amendment Regulation 2025*
  - *Residential Tenancies and Rooming Accommodation Regulation 2025*
  - *Supreme Court of Queensland Regulation 2025*
  - *District Court of Queensland Regulation 2025*
  - *Mineral Resources Regulation 2025*
  - *Mineral Resources (Royalty) Regulation 2025*
  - *Education (Queensland Curriculum and Assessment Authority) Regulation 2025*
  - *Workers' Compensation and Rehabilitation Regulation 2025*
  - *Domestic and Family Violence Protection and Other Legislation Amendment Regulation 2025*
  - *Pharmacy Business Ownership Regulation 2025*
  - *Planning Amendment Regulation 2025*
  - *Major Sports Facilities (Major Concerts at Brisbane Stadium (Lang Park)) Amendment Regulation 2025*
  - *Assisted Reproductive Technology Regulation 2026*
  - *Transport and Other Legislation Amendment Regulation 2026*
  - *Planning (State Facilitated Development) Amendment Regulation 2026*
  - *Police Powers and Responsibilities Regulation 2026*
  - *Biosecurity (Prohibited and Restricted Matter) Amendment Regulation 2026.*
- 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 2025–2026

34 government Bills	13,197,130 legislative website page views
302 total legislative instruments	23 amendments during consideration in detail
143,957 total pages reprinted	629 total reprints
7 private members' Bills	238 items of subordinate legislation
5,663 total pages drafted	40 indicative reprints

Future directions for 2026–2027

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

OQPC Strategic Plan 2025–2029

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 objectives** are:

Excellence in legislative drafting and access: we identify and adopt best practice in drafting Bills, amendments of 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; better alignment of establishment and ongoing resources with legislative program demands; provide our people with a range of opportunities for ongoing professional and personal development; continue supporting 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 deliver regular internal communications 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 with a pro-disclosure bias, for example, seeking views, listening to staff, clearly communicating and explaining management decisions, and openly discussing issues as they arise; encourage greater office-wide cohesion, for example, by having regular events and encouraging cross-team projects; and continue supporting flexible work arrangements.

Strategic engagement with partners: we build stronger functional relationships and open channels of communication with DPC, the Table Office, client departments, and other partners; finalise written understanding with DPC of respective governance roles and responsibilities between OQPC and DPC; 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 through initiatives such as instructor training and legislation website training.

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 our 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; continually review existing, emerging, and future technological trends and systems to advance OQPC business systems.

The OQPC *Strategic Plan 2025–2029* is available at: www.oqpc.qld.gov.au

Our people

DPC's workforce delivers a broad range of services to the Premier, Cabinet and government, and works collaboratively across the public sector to achieve outcomes for Queensland. We are committed to building on the capability and engagement of our people to continue delivering for Queenslanders now and into the future.

The *DPC Strategic Workforce Plan 2025–2029* supports our vision of being an influential, empowered, and safe workplace. It guides our efforts to build a highly capable and engaged workforce that ensures our people deliver for Queenslanders now and into the future. The Plan is underpinned by the DPC guiding principles (refer page 9).

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 2025–2026

- Strengthened the foundations to deliver the priorities outlined in the Strategic Workforce Plan 2025–2029. Key activities focused on understanding future workforce needs, developing leadership and performance frameworks, strengthening governance arrangements, and designing initiatives to improve employee experience, inclusion, and wellbeing. This work has positioned DPC to implement a range of targeted workforce, workplace, and work practice initiatives throughout 2026–2027.

Building our Workforce

- Expanded the Future Leaders Graduate Program by onboarding 100 graduates in 2026, to grow the pipeline of top university talent for roles in the Queensland public sector
- Developed the LeadWell@DPC leadership development program, designed to address DPC specific leadership capabilities
- Developed the Disability Service Plan 2026–2029 with a renewed focus on capability to support effective workplace adjustments
- Updated recruitment and selection processes and resources to support legislative requirements and address employee feedback in the Working for Queensland survey
- Introduced mandatory training for selection panel chairs to enhance recruitment outcomes.

Strengthening our Work Practices

- Enhanced our Performance Development Agreement framework to strengthen performance planning, meaningful feedback, and employee development
- Refreshed the Strategic Workforce Subcommittee's structure and purpose to strengthen governance, improve oversight, and support delivery of strategic workforce priorities

- Refreshed the Workplace Health and Safety Committee with revised membership, and strengthening reporting capability to support enhanced health, safety, and wellbeing.

Enhancing our Workplace

- Continued to support retention through a focus on meaningful work, employee engagement, leadership capability, inclusion, wellbeing, and clearer performance and development conversations
- Continued to strengthen our employee onboarding process to support employees from commencement by setting clear expectations, reinforcing public sector obligations, and establishing the standards required from day one
- Delivered staff engagement forums including regular All Staff Forums and sector wide Leadership Impact Series events
- Implemented a new Sexual Harassment Policy, supporting resources, and a Sexual Harassment Prevention Plan in response to the new Queensland Public Sector directive
- Introduced the DPC Safe, Inclusive, Thriving framework to embed diversity, inclusion, and wellbeing across the employee lifecycle and integrate these principles into how we work, lead, and support our people.

Working for Queensland survey

In September 2025, DPC employees participated in the annual Working for Queensland survey (WfQ), which explored employee perceptions of the workplace, including employee engagement, job satisfaction, and leadership.

DPC's response rate was 91 per cent, demonstrating strong employee participation. Results remained above public sector averages across key measures, including:

- **employee engagement**: 70 per cent positive (10 percentage points higher than the public sector average)
- **social support**: strong positive results across workgroup effectiveness, psychological safety and manager support, ranging from 84–89 per cent positive
- **your job:** positive results across autonomy, role clarity, and task significance, ranging from 79–87 per cent positive.

The results continue to provide an important evidence base for DPC's focus on leadership capability, recruitment and selection, employee wellbeing and workplace culture.

Equity and Diversity and Inclusion

- DPC continued its commitment to diversity, equity and inclusion through the annual Equity and Diversity Audit and review of the DPC Equity and Diversity plan. This was supported through actions in the Disability Service Plan, Reframing the Relationship Plan, and Queensland's Multicultural Action Plan
- Women continued to be strongly represented across the department, comprising 68.66 per cent of senior officers and 70.27 per cent of the senior executive cohort, demonstrating DPC's commitment to women in leadership
- Expanded inclusive recruitment pathways through the introduction of a dedicated Disability Pathway within the Future Leaders Graduate Program
- Continued to support First Nations representation through a dedicated pathway within the Future Leaders Graduate Program.

Industrial and Employee Relations

DPC's Agency Consultative Committee continued to support meaningful consultation between DPC management and the Together Union. The committee considers matters relating to the State Government Entities Certified Agreement and broader workforce matters, including organisational change.

Public Sector Ethics Act 1994

DPC promotes ethical conduct and decision-making through the implementation of the Code of Conduct for the Queensland Public Service and practices that support compliance with the *Public Sector Ethics Act 1994*.

All employees complete the department's *Code of Conduct and Good Decision Making* training at commencement of employment and annually thereafter. Delivered via the department's online learning management system, the training covers the ethics principles and values of the *Public Sector Ethics Act 1994*, employees' responsibilities as Queensland public servants, the Code of Conduct, and ethical decision-making in the workplace.

Employees are also required to complete *Fraud and Corruption Control* and *Internal Controls and Financial Responsibilities* training on commencement of employment to support ethical, accountable, and transparent decision-making.

DPC is committed to the proactive identification and management of conflicts of interest. This includes regularly highlighting relevant information and ensuring robust processes are in place to address potential risks, thereby maintaining public trust and confidence.

DPC embeds ethical principles and values into its administrative procedures and management practices through workforce policies, governance frameworks, decision-making processes, and accountability mechanisms that support integrity, transparency, and impartiality.

These initiatives foster a strong and accountable workforce, embedding ethical behaviour into everyday decision-making across all aspects of the department's operations.

Human Rights Act 2019

DPC embeds the provisions of the *Human Rights Act 2019* 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 human rights.

During 2025–2026 DPC:

- collaborated with the Queensland Human Rights Commission to deliver training sessions to all graduates during their first year in the Future Leaders Graduate Program to increase their understanding of human rights and its application in public sector decision-making
- used established assessment frameworks and guidance materials to consider human rights compatibility in policy development and decision-making.

DPC received no human rights complaints in relation to DPC actions or activities between 1 July 2025 and 30 June 2026.

Future directions for 2026–2027

Our priorities for 2026–2027 are guided by the Strategic Workforce Plan 2025–2029. The 2026 WfQ survey will provide insights into emerging workforce trends and identify any additional actions required.

Building our Workforce

- Build future sector capability by growing the Future Leaders Graduate Program, expanding opportunities for regional graduates, and delivering targeted pathways that increase access

and participation for First Nations peoples and people with disability

- Continue to contribute to whole-of-sector initiatives by providing a central agency perspective through active membership of the Strategic Workforce Committee and the redevelopment of Code of Conduct training
- Deliver the LeadWell@DPC leadership program to more than 100 people managers throughout 2026–2027
- Enhance workforce planning capability through renewed approaches to critical role planning and succession planning
- Develop a senior leadership program, building on the foundations established through the LeadWell@DPC program to enhance leadership capability, succession readiness, and organisational performance
- Define DPC's future digital and artificial intelligence capability requirements to identify critical skills, capability gaps, and workforce development priorities.

Strengthening our Work Practices

- Implement the new Performance Management Framework including supporting systems, training, and manager capability development
- Embed and enhance the employee onboarding project, including an updated mandatory training suite and an expanded first day induction, setting conduct and performance expectations that are reinforced through online training modules
- Continue to grow reporting capability and alignment with sector workforce reporting through the adoption of the Queensland data analytics platform.

Enhancing our Workplace

- Implement actions from the Disability Service Plan 2026–2029
- Implement actions arising from the Sexual Harassment and Sex or Gender-based Harassment Prevention Plan
- Continue to strengthen employee engagement, inclusion, and wellbeing through staff forums and leadership engagement activities.

Workforce profile 2025–2026

The following is a snapshot of the department's workforce profile and diversity representation for 2025–2026 based on June 2026 Minimum Obligatory Human Resources Information (MOHRI)[1,2] data.

Workforce profile data [1,2]

Total staffing	FTE	Headcount
Department of the Premier and Cabinet	545.99	569

Occupation type	Percentage of total workforce (Calculated on FTE)
Corporate	36.01%
Frontline and frontline support	63.99%

Appointment type	Percentage of total workforce (Calculated on FTE)
Permanent	61.63%
Temporary	32.87%
Casual	0.00%
Contract	5.50%

Employment status	Percentage of total workforce (Calculated on headcount)
Full-time	89.10%
Part-time	10.90%
Casual	0.00%

Notes:

[1] MOHRI FTE data for fortnight ending 26 June 2026.

[2] FTE for the Norfolk Island Partnerships and Governance unit have been excluded (6.0 FTE) as they are fully funded by the Federal Government and 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 data[1,2,3]

Gender	Number (headcount)	Percentage of total workforce (Calculated on headcount)
Woman	380	66.78%
Man	184	32.34%
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	380	66.78%
Aboriginal Peoples and Torres Strait Islander Peoples	9	1.58%
People with disability	37	6.50%
Culturally and linguistically diverse – Speak a language other than English at home ^	55	9.67%
Women in leadership roles*	**Women (headcount)**	**Women as percentage of total leadership cohort** (Calculated on headcount)
Senior Officers (Classified, s122 and s155 combined)	46	68.66%
Senior Executive Service, High-level senior executives and Chief Executives (Classified, s122 and s155 combined)	26	70.27%

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

* Women in leadership are defined as those in classified roles or on s122 or s155 contracts. This data must not include salary equivalency.

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 an additional meeting held every six weeks to discuss governance matters and subcommittee business (Executive Governance Group).

In 2025–2026, the ELT held 20 meetings.

Membership

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, Corporate
- Parliamentary Counsel, Office of the Queensland Parliamentary Counsel (attended 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 advise 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 functions of the ELT. These subcommittees provide regular updates to the ELT at the six-weekly 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 2025–2026 the subcommittee met four times and was chaired by the Executive Director, Implementation.

Role

The role of the 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 an appropriate internal control structure and design and manage cost-effective 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 key strategic and operational planning, quarterly and annual reporting
- Oversee DPC's non-financial performance measurement and reporting in accordance with the *Financial Accountability Act 2009, Financial and Performance Management Standard 2019* and the Performance Management Framework.

Risk

- Monitor the identification and treatment of strategic risks and operational risks (including the protective security of information, financial controls, personnel, assets and information and communications technology (ICT) matters)
- Apply learnings from internal/external audits to assist in risk management activities across the department
- Ensure the risk management function operates effectively, efficiently and economically
- Report promptly to the Director-General, ELT, and the Audit and Risk Management Committee where issues are identified that could present a material risk or threat to DPC.

Strategic Workforce Subcommittee

The Strategic Workforce Subcommittee meets quarterly and reports to the ELT. In 2025–2026, the subcommittee met four times, and was chaired by the Deputy Director-General, Policy.

Role

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

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

The subcommittee oversees and considers strategic priorities under the following Strategic Workforce Plan objectives:

- Our people are supported in their work to lead the public sector to provide the best advice to deliver outcomes for Queenslanders
- Our workforce is highly capable and influential and led by strong, future focused leaders
- Our workplace is safe, diverse and inclusive and supports the needs of our people.

Information and Technology Subcommittee

The Information and Technology Subcommittee meets quarterly and reports to the ELT. In 2025–2026, the subcommittee met four times and was chaired by the Executive Director, Legislation and Business Services, OQPC.

Role

The role of the subcommittee is to oversee DPC's information and communication technologies' strategies, policies, risks and their alignment to DPC's responsibilities, objectives and priorities. Specifically, the subcommittee provides advice to the ELT on ICT-related risks and initiatives.

Information management

- Establish and maintain internal control structure and design to manage information in accordance with the *Public Records Act 2023 (Qld)*.
- Oversee the practices for data classification, retention, and disposal in line with Queensland Government data management standards
- Ensure data quality, integrity, and accessibility (including managing public access through open data) to support decision-making and compliance with relevant legislation and policies.

Information security

- Establish and maintain internal controls to manage security (excluding physical security/security of IT-related facilities) in accordance with Queensland Government Enterprise Architecture and other relevant/mandatory government legislation and policies

- Oversee business continuity and recovery plans for information and technology systems and related tests, updates, and review cycles
- Monitor risks, third parties, and other dependencies related to information and technology to minimise disruptions to critical services (including managing our own risks as a third-party service provider to selected departmental portfolio bodies e.g. Public Sector Commission, Office of the Governor, Queensland Veterans' Council)
- Ensure annual assurance statements are prepared in accordance with the prescribed requirements

Technologies management

- Establish and maintain internal controls to manage technologies effectively, efficiently, and economically in accordance with Queensland Government Enterprise Architecture and other relevant government policies
- Evaluate and promote the adoption of emerging technologies to enhance organisational capabilities while ensuring alignment with strategic objectives and compliance requirements.

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 2025–2026, the ARMC observed its terms of reference having due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*. The ARMC met five times during 2025–2026, holding four standard committee meetings and one special purpose meeting to discuss the Information Security Management System attestation.

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 2025–2026

- 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 2024–2025 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 2025–2026 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 2025 – October 2025	2	$1380^
Karen Smith-Pomeroy	Member	External and Independent	July 2025 – October 2025	2	$1260^
	Chair		November 2025 – June 2026	3	$3000^*
Dr Annette Quayle	Member	External and Independent	July 2025 – June 2026	2	$1260^
				3	$2000^*
Colin Cassidy	Member	External and Independent	November 2025 – June 2026	3	$2000^
Caitlin McConnel	Member	External and Independent	March 2026 – June 2026	2	$2000^
Damien Walker	Attendee	Director-General, DPC	July 2025 – June 2026	2	Nil
Rebecca McGarrity	Attendee	A/Director-General, DPC	June 2026	1	Nil
Jaime Blackburn	Attendee	A/Deputy Director-General, Corporate, DPC	October 2025 – June 2026	3	Nil
Megan Barry	Attendee	Deputy Director-General, Corporate, DPC	July 2025 – October 2025	1	Nil
David Mackie	Attendee	Public Sector Commissioner, PSC	July 2025 – June 2026	3	Nil
Rhiannan Howell	Attendee	Deputy Commissioner, PSC	July 2025 – June 2026	5	Nil

^Maximum entitlement per meeting attended.

** New remuneration rate commenced 1 November 2025.*

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 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.

The risk management approach was reviewed and updated during 2025–2026. The revised approach culminated in an updated Strategic Risk Register aligned with a refreshed Risk Appetite Statement. Updated procedural guidance also included:

- a refreshed Risk Management Policy
- a refreshed Risk Management Procedure.

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.

All areas of DPC play a role in the department's business resilience, including business continuity activities and protective security governance. This includes understanding our resilience risks, rehearsing, integrating, and optimising our preparedness and response capability.

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.

DPC considers appropriate standards (e.g. *AS ISO 22301:2020 Security and Resilience – Business Continuity management systems – Requirements*). In 2025-26 DPC implemented the BCM Roadmap, defining roles and responsibilities, implementing training, undertaking planning and a business impact analysis, and across 21 business areas as well as scenario testing.

DPC participates as one of eight 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. In 2025–2026 DPC reviewed and developed a streamlined Strategic Security Plan 2026–2030 outlining the strategies and actions to implement the QPSF in the department.

Information systems and records management

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 public 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 including ministerial and executive correspondence.

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

Mandatory recordkeeping training is provided during the induction for all new staff, along with mandatory online refresher training at a minimum of every three years, augmented by 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.

Continuous improvements in cyber security and data protection remain a key priority.

Key achievements for 2025–2026

- Prepared for the new Mandatory Standards for public records management, as issued by Queensland State Archives
- Developed Artificial Intelligence (AI) capabilities
- Developed an IT Strategic Roadmap that includes several information management and records management initiatives
- Transitioned to a new IT Managed as a Service (ITMaaS) provider. Their ServiceNow platform has improved incident management resolutions and actioning requested user support.

Future directions for 2026–2027

- Implement the Queensland State Archives' Mandatory Standards for public records management
- Release the new departmental records governance policy and guides
- Refresh the business system used to manage Cabinet submissions and related artefacts.

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.

DPC received no Charter of Victims' Rights complaints during the 2025–2026 reporting period.

Internal audit

Internal audit is a key element of DPC's corporate governance, providing independent assurance and advice to the Director-General, senior management, and the ARMC.

During 2025–2026, 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 2025–2026

- Developed a strategic and annual internal audit plan aligned to the department's updated strategic risks and presented the plan to the ARMC for endorsement and Director-General for approval
- Re-assessed the annual internal audit plan periodically, and where necessary recommended changes to the plan to support changing business priorities
- Re-assessed the Internal Audit function's operating procedures to ensure alignment to the 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.

External scrutiny

External audits and other external reviews add value to the public sector through recommendations that improve business operations. Significant external audits and reviews were undertaken during 2025–2026, with recommendations relevant to the department, outlined below:

QAO Report 2: 2025-26 Managing the ethical risks of artificial intelligence

The QAO assessed whether the Queensland Public Sector has policies and guidelines in place to effectively manage the ethical risks associated with its artificial intelligence (AI) systems.

DPC's AI Policy is consistent with the Queensland Government Enterprise Architecture AI governance policy and outlines AI Ethics Principles and the requirement that an AI ethical risk assessment must be completed for endorsement by DPC's Chief Information Officer and approval by the Executive Governance Group.

QAO Report 3: 2025-26 2025 status of Auditor-General's recommendations

The report examined 79 Queensland Government entities' progress to implement 362 recommendations from 36 QAO performance audit reports tabled to Parliament between 2016–2017 and 2023–2024.

Of the eight recommendations assigned to DPC, four have been fully implemented and four have been partially implemented. DPC continues to progress implementation of actions to address recommendations raised in previous QAO reports.

QAO Report 6: 2025-26 Information Systems 2025

This was the first QAO report on information systems controls, designed to recognise the collective need across government for more focus on the security of information. No new recommendations were made in the report. The report summarised matters identified in the information systems audits of individual Queensland Government entities, including insights on departmental legacy systems and the risks of continuing legacy system use. DPC continues to progress implementation of legacy system recommendations raised in previous QAO reports.

QAO Report 11: 2025-26 State entities 2025

This report summarised the financial audit results across 241 Queensland Government entities, including the 22 core government departments.

The report does not include any new recommendations. DPC has implemented recommendations raised in previous State entities reports.

QAO Report 13: 2025-26 Managing third-party cyber security risks

This report examined the effectiveness and capability of public sector entities in identifying and managing third-party cyber security risks.

The audit findings recommend that all public sector entities assess, and where necessary, strengthen policies and controls to better manage third-party cyber security risks.

DPC has policies, procedures, and controls in place to manage third-party cyber security risks. The DPC Procurement Policy aligns to the Queensland Procurement Policy (2026) and stipulates the requirement to consider cyber security risks when undertaking procurement activities.

Office of the Information Commissioner (OIC) Report 3: 2025–26 Let's get digital: A review of online proactive disclosure practices by government agencies

The OIC conducted a desktop review of Queensland Government agencies to examine their use of websites, social media, and digital tools to publish government-held information and promote openness in government in line with Parliament's intent as outlined in the *Right to Information Act 2009*.

The review identified that of the 20 Queensland Government agencies reviewed, almost all had a reasonable suite of proactive disclosure strategies.

One-third of agencies reviewed failed to have adequate online practices to effectively support the community to navigate and access government-held information.

The OIC made five recommendations to all Queensland public sector agencies to address identified gaps and improve agency compliance with the *Right to Information Act 2009*.

DPC is considering the recommendations to determine any actions that may be required to improve proactive disclosure practices and access to government-held information.

Financial summary 2025–2026

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

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

Total departmental revenue for 2025–2026 increased from the previous financial year. Revenue growth was primarily driven by higher appropriation revenue, reflecting increased funding provided to support departmental priorities and service delivery initiatives. The increase was partially offset by lower grants and contributions revenue. This is due to the utilisation of prior year grant allocations from the Australian Government for the Norfolk Island Taskforce. Service delivery requirements for 2025–2026 were funded from 2024–2025 deferred appropriation. Other revenue also increased, primarily due to the expansion of the Future Leaders Graduate Program.

Department expenditure

Departmental expenditure increased in 2025–2026, primarily driven by increased employee expenses and supplies and services expenditure, and additional grants and subsidies.

Employee expenses increased as a result of Enterprise Bargaining outcomes effective from 1 July 2025 and higher staffing levels associated with the expansion of the Future Leaders Graduate Program. Supplies and services expenditure increased due to advertising expenditure relating to whole-of-government advertising campaigns and increased information technology licensing and computer facilities management costs. Grants and subsidies expenditure increased by $6.7 million.

Summary of financial position

The department maintained a sound financial position as at 30 June 2026.

Cash assets and payables decreased compared with the prior year, primarily due to a reduction in the year-end appropriation payable to the Consolidated Fund resulting from lower deferred funding, lapses, and clawback adjustments than in 2024–2025. Receivables increased primarily due to higher recoveries from participating agencies associated with the expansion of the Future Leaders Graduate Program.

Administered funding

For the year ended 30 June 2026, the department's administered funding was $76.4 million, an increase of $1.3 million from the previous financial year. The increase reflects higher funding provided to support the Queensland Veterans' Council within the Premier's portfolio.

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 during 2025–2026, 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.

Queensland
Government

Department of the Premier and Cabinet
Financial Statements

for the year ended 30 June 2026

Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2026

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Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2026

	Notes	2026	2025[1]
Operating result		**$'000**	**$'000**
Income			
Appropriation revenue	B1-1	125,463	103,660
User charges and fees	B1-2	4,981	4,653
Grants and contributions	B1-3	836	6,270
Other revenue	B1-4	14,914	7,975
Total income		**146,194**	**122,558**
Expenses			
Employee expenses	B2-1	87,268	79,498
Supplies and services	B2-2	40,160	31,058
Grants and subsidies	B2-3	14,710	8,050
Depreciation and amortisation		428	196
Other expenses	B2-4	3,628	3,756
Total expenses		**146,194**	**122,558**
Operating result for the year		**-**	**-**
Total comprehensive income		**-**	**-**

The accompanying notes form part of these financial statements.

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

[1] The comparatives include financial results for the service areas impacted by the machinery-of-government changes effective from 1 November 2024 (refer to Note A3).

Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2026

	Notes	2026	2025
		$'000	$'000
Current assets			
Cash and cash equivalents	C1	20,968	38,453
Receivables	C2	6,290	4,912
Other current assets	C3	3,495	2,563
Total current assets		**30,753**	**45,928**
Non-current assets			
Intangible assets	C4	2,063	2,439
Property, plant and equipment	C5	252	239
Total non-current assets		**2,315**	**2,678**
Total assets		**33,068**	**48,606**
Current liabilities			
Payables	C6	24,898	39,944
Accrued employee benefits	C7	3,174	2,740
Other current liabilities		365	871
Total current liabilities		**28,437**	**43,555**
Non-current liabilities			
Other non-current liabilities		-	422
Total non-current liabilities		**-**	**422**
Total liabilities		**28,437**	**43,977**
Net assets		**4,631**	**4,629**
Equity			
Contributed equity		111	109
Accumulated surplus		4,520	4,520
Total equity		**4,631**	**4,629**

The accompanying notes form part of these financial statements.

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

Department of the Premier and Cabinet
Statement of Changes in Equity
for the year ended 30 June 2026

	Notes	2026	2025[1]
		$'000	$'000
Contributed equity			
Balance as at 1 July		109	376
Transactions with owners as owners:			
Appropriated equity injections	C8-2	2	2
Transfers to other Queensland Government entities	C4-1, C5-1	-	(269)
Net transactions with owners as owners		**2**	**(267)**
Balance as at 30 June		**111**	**109**
Accumulated surplus			
Balance as at 1 July		4,520	4,520
Balance as at 30 June		**4,520**	**4,520**
Total equity		**4,631**	**4,629**

The accompanying notes form part of these financial statements.

[1] The comparatives include financial results for the service areas impacted by the machinery-of-government changes effective from 1 November 2024 (refer to Note A3).

Department of the Premier and Cabinet
Statement of Cash Flows
for the year ended 30 June 2026

	Notes	2026	2025[1]
		$'000	$'000
Cash flows from operating activities			
Inflows:			
Service appropriation receipts	B1-1	112,389	112,475
User charges and fees		3,674	4,820
Grants and contributions		816	6,370
GST input tax credits from ATO		4,498	3,837
GST collected from customers		463	272
Other		13,272	6,588
Outflows:			
Employee expenses		(87,364)	(79,314)
Supplies and services		(39,804)	(31,603)
Grants and subsidies		(15,118)	(8,943)
GST paid to suppliers		(4,965)	(3,859)
GST remitted to ATO		(312)	(273)
Other		(5,036)	(3,542)
Net cash provided by operating activities		**(17,487)**	**6,829**
Cash flows from investing activities			
Outflows:			
Payments for property, plant and equipment	C5-1	-	(239)
Payments for intangibles	C4-1	-	(907)
Net cash used in investing activities		**-**	**(1,146)**
Cash flows from financing activities			
Inflows:			
Equity injections	C8-2	2	38
Net cash provided by financing activities		**2**	**38**
Net increase/(decrease) in cash and cash equivalents		(17,485)	5,721
Increase/(decrease) in cash and cash equivalents			
Cash and cash equivalents - opening balance		38,453	32,732
Cash and cash equivalents - closing balance	C1	**20,968**	**38,453**

The accompanying notes form part of these financial statements.

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

[1] The comparatives include financial results for the service areas impacted by the machinery-of-government changes effective from 1 November 2024 (refer to Note A3).

Department of the Premier and Cabinet
Notes to the Statement of Cash Flows
for the year ended 30 June 2026

Reconciliation of operating result to net cash provided by operating activities

	2026	2025
	$'000	$'000
Operating surplus/(deficit)	-	-
Non-cash items included in operating results:		
Depreciation and amortisation expense	428	196
Other non-cash items	-	(60)
Change in assets and liabilities:		
Increase/(decrease) in deferred appropriation payable to Consolidated Fund	(13,074)	8,816
(Increase)/decrease in trade debtors	(1,528)	(310)
(Increase)/decrease in other receivable	5	11
(Increase)/decrease in GST receivable	(225)	(47)
(Increase)/decrease in long service leave reimbursement receivables	133	(357)
(Increase)/decrease in annual leave reimbursement receivables	233	(165)
(Increase)/decrease in other current assets	(932)	(511)
Increase/(decrease) in payables	(2,032)	(1,693)
Increase/(decrease) in accrued employee benefits	434	284
Increase/(decrease) in other liabilities	(929)	665
Net cash provided by operating activities	**(17,487)**	**6,829**

Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services
for the year ended 30 June 2026

	Government Decision Support[1]		Government Service Delivery Implementation Support		Engagement and Events Support[1]		Governance Support and Advisory Services		Legislative Drafting and e-Publishing		Inter-departmental Services eliminations		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Income														
Appropriation revenue	47,484	37,384	10,089	9,645	36,414	26,321	10,895	10,173	19,815	19,371	766	766	125,463	103,660
User charges and fees	307	135	88	41	817	831	1,852	1,842	173	60	1,744	1,744	4,981	4,653
Grants and contributions	208	6,019	60	-	397	251	77	-	94	-	-	-	836	6,270
Other revenue	10,476	6,656	67	112	4,166	864	86	141	119	202	-	-	14,914	7,975
Total income	**58,475**	**50,194**	**10,304**	**9,798**	**41,794**	**28,267**	**12,910**	**12,156**	**20,201**	**19,633**	**2,510**	**2,510**	**146,194**	**122,558**
Expenses														
Employee expenses	39,040	35,950	7,056	7,021	17,462	13,459	9,118	8,757	13,826	13,545	766	766	87,268	79,498
Supplies and services	9,210	11,458	2,655	2,176	18,090	7,779	3,096	2,776	5,365	5,125	1,744	1,744	40,160	31,058
Grants and subsidies	9,999	2,673	528	545	2,822	3,495	613	582	748	756	-	-	14,710	8,050
Depreciation and amortisation	99	11	28	10	60	10	36	4	205	161	-	-	428	196
Other expenses	127	102	37	46	3,360	3,524	47	37	57	46	-	-	3,628	3,756
Total expenses	**58,475**	**50,194**	**10,304**	**9,798**	**41,794**	**28,267**	**12,910**	**12,156**	**20,201**	**19,633**	**2,510**	**2,510**	**146,194**	**122,558**
Operating result for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The departmental services reflect the department's management structure as at 30 June 2026.

[1] The comparatives include financial results for the service areas impacted by the machinery-of-government changes effective from 1 November 2024 (refer to Note A3).

Department of the Premier and Cabinet
Statement of Assets and Liabilities by Major Departmental Services
as at 30 June 2026

	Government Decision Support		Government Service Delivery Implementation Support		Engagement and Events Support		Governance Support and Advisory Services		Legislative Drafting and e-Publishing		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Current assets												
Cash and cash equivalents	1,035	9,523	196	220	7,947	814	10,463	26,540	1,327	1,356	20,968	38,453
Receivables	3,797	3,612	148	118	713	401	1,295	516	337	265	6,290	4,912
Other current assets	878	633	1	-	5	3	2,187	1,613	424	314	3,495	2,563
Total current assets	**5,710**	**13,768**	**345**	**338**	**8,665**	**1,218**	**13,945**	**28,669**	**2,088**	**1,935**	**30,753**	**45,928**
Non-current assets												
Intangible assets	403	519	71	101	288	292	90	126	1,211	1,401	2,063	2,439
Property, plant and equipment	1	2	-	-	1	4	65	12	185	221	252	239
Total non-current assets	**404**	**521**	**71**	**101**	**289**	**296**	**155**	**138**	**1,396**	**1,622**	**2,315**	**2,678**
Total assets	**6,114**	**14,289**	**416**	**439**	**8,954**	**1,514**	**14,100**	**28,807**	**3,484**	**3,557**	**33,068**	**48,606**
Current liabilities												
Payables	3,550	3,606	71	137	7,764	829	13,261	34,972	251	400	24,898	39,944
Accrued employee benefits	1,467	1,374	185	122	540	376	546	483	436	385	3,174	2,740
Other current liabilities	261	871	13	-	51	-	15	-	25	-	365	871
Total current liabilities	**5,278**	**5,851**	**269**	**259**	**8,355**	**1,205**	**13,822**	**35,455**	**712**	**785**	**28,437**	**43,555**
Non-current liabilities												
Borrowings								-		-		-
Other non-current liabilities	-	422	-	-	-	-	-	-	-	-	-	422
Total non-current liabilities	**-**	**422**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**422**
Total liabilities	**5,278**	**6,273**	**269**	**259**	**8,355**	**1,205**	**13,822**	**35,455**	**712**	**785**	**28,437**	**43,977**

The departmental services reflect the department's management structure as at 30 June 2026.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2026

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 2025 to 30 June 2026.

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 2025 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 $500 or less, to zero, unless disclosure of the full amount is specifically required. Due to rounding, totals may not add exactly.

Comparative information reflects the audited 2024-25 financial statements.

Assets and liabilities are classified as either ‘current’ or ‘non-current’ in the statement of financial position and associated notes.

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: 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.

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 a public service that delivers for Queenslanders. Our role is to lead and connect the public sector to enable the delivery of government priorities.

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, responsive and accountable department.

Through the department's strategic objectives, the department supports the 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.
- Health services when you need them: Restoring health services when Queenslanders need them most.
- A plan for Queensland's future: Planning for Queensland's future.

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 Services 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.

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

A3: Machinery-of-Government Changes

There were no machinery-of-government changes effected the current year and the comparatives include the reallocation of budgeted appropriation as part of the machinery-of-government changes effected from 1 November 2024.

	Controlled 2025 $'000	Administered 2025 $'000
Transferred in		
Office for Veterans	4,115	
Queensland Veterans' Council Secretariat	791	
Office of the Cross-Border Commissioner	1,597	
Transferred out		
Office of First Nations Engagement and Innovation	770	
Office of the Queensland Integrity Commissioner		1,180

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.

	2026	2025
Appropriation Revenue	**$'000**	**$'000**
Original budgeted appropriation revenue	141,067	128,657
Transfers to other departments	-	3,737
Lapsed departmental services appropriation	(27,608)	(19,883)
Transfer to other headings	(1,070)	(36)
Total appropriation received (cash)	**112,389**	**112,475**
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	35,035	26,220
Less: Closing balance of deferred appropriation payable to Consolidated Fund (expense)	(21,961)	(35,035)
Appropriation revenue recognised in the statement of comprehensive income	**125,463**	**103,660**

Appropriations provided under the *Appropriation Act 2025* 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).

B1-2: User Charges and Fees

	2026	2025
	$'000	**$'000**
Revenue from contracts with customers		
Sales of goods/services	674	759
Corporate services partnership agreements	4,307	3,894
Total	**4,981**	**4,653**

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 $1.308M (2024-25: $1.160M) with related parties represented by other Queensland Government entities.

B1: Revenue (Cont'd)

B1-3: Grants and Contributions

	2026	2025
	$'000	$'000
Commonwealth contributions	-	6,019
Contributions from Queensland Government Departments	836	251
Total	**836**	**6,270**

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.*

Contributions from Queensland Government departments are related party transactions.

B1-4: Other Revenue

	2026	2025
	$'000	$'000
Graduate program [(1)]	10,157	6,276
Sponsorships	2,211	664
Goods/Services received below fair value [(2)]	2,375	990
Other	171	45
Total	**14,914**	**7,975**

[(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. In 2025-26, the department recognised goods/services received below fair value for mobility arrangements (refer to Note B2-1) and archiving services (refer to Note B2-2).

The department received in-kind contributions from other Queensland Government Agencies of $2.375M (2024-25: $0.982M).

Other revenue includes transactions of $10.520M (2024-25: $6.537M) with related parties represented by other Queensland Government entities.

B2: Expenses

B2-1: Employee Expenses

	2026	2025
	$'000	$'000
Employee benefits		
Wages and salaries	65,966	60,664
Employer superannuation contributions	9,211	8,527
Annual leave levy	6,741	6,201
Long service leave levy	1,735	1,573
Termination benefits	121	1,135
Other employee benefits	950	1,081
Employee related expenses		
Workers' compensation premium	90	67
Other employee related expenses	447	250
Goods and services received below fair value	2,007	-
Total	**87,268**	**79,498**
Number of employees		
Full time equivalent (FTE) employees [(1)]	552	505
Total employees	**552**	**505**

[(1)] This includes 6 FTE (2024-25: 7) 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 140 graduates as at 30 June 2026 (2024-25: 97). The graduate FTE are included in the department totals stated. Key management personnel and remuneration disclosures are detailed in Note G-1.

B2: Expenses (Cont'd)

B2-2: Supplies and Services

	2026	2025
	$'000	$'000
Office accommodation and other building services [1]	9,884	10,648
Professional services	498	252
Consultants and contractors	3,270	2,573
Advertising and communications	9,910	4,631
Information technology bureau services	10,400	7,481
Outsourced corporate support	2,036	2,005
Hospitality and official functions	178	291
Travel	557	443
Venue hire	612	412
Telephone and communications support	166	143
Other	2,649	2,179
Total	**40,160**	**31,058**

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 $12.130M (2024-25: $13.743M) with related parties represented by other Queensland Government entities. Included in this amount is $10.336M (2024-25 $10.626M) for office accommodation at market rate charged by the Department of Housing and Public Works for the year ended 30 June 2026.

B2: Expenses (Cont'd)

B2-3: Grants and Subsidies

	2026	2025
	$'000	$'000
Recurrent		
Grants to private sector entities	457	-
Grants to government entities and not-for-profit entities	492	1,164
Total recurrent	**949**	**1,164**
Capital		
Grants to government entities and not-for-profit entities	933	984
Total capital	**933**	**984**
Subsidies		
Contributions	12,075	3,768
Donations and gifts made	753	2,134
Total subsidies	**12,828**	**5,902**
Total	**14,710**	**8,050**

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 subsides include transactions of $1.048M (2024-25: $3.279M) with related parties represented by other Queensland Government entities.

B2-4: Other Expenses

	2026	2025
	$'000	$'000
Sponsorships [1]	3,286	3,603
External audit fees [2]	106	108
Insurance premiums - QGIF	31	18
Special payments [3]	205	27
Total	**3,628**	**3,756**

[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 2025-26 financial statements was $0.213M (2024-25: $0.216M). This fee includes an internal allocation of $0.106M (2024-25: $0.108M) for audit services to Ministerial Services.

[3] Special payment of $0.205M (2024-25: $0.027M) represents ex gratia expenditure that the department is not contractually or legally obligated to make to other parties. This payment is for the settlement of a commercial dispute.

Other expenses include transactions of $0.576M (2024-25: $0.456M) with related parties represented by other Queensland Government entities.

Section C: Notes about our Financial Position

C1: Cash and Cash Equivalents

	2026	2025
	$'000	$'000
Imprest accounts	-	1
Cash at bank and on hand	20,968	38,452
Total	**20,968**	**38,453**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June 2026 as well as deposits at call with financial institutions.

C2: Receivables

	2026	2025
	$'000	$'000
Trade debtors	3,992	2,466
GST input tax credits receivable	618	395
Annual leave reimbursements	1,218	1,451
Long service leave reimbursements	456	589
Other receivables	6	11
Total current receivables	**6,290**	**4,912**

All current receivables are recognised at cost.

Settlement of trade debtors is generally required within 30 days 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

	2026	2025
	$'000	$'000
Prepayments	925	603
Contract assets	2,570	1,960
Total	**3,495**	**2,563**

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.

C4: Intangibles and Amortisation Expense

	2026	2025
	$'000	$'000
Software internally generated		
At cost	6,907	6,847
Less: Accumulated amortisation	(4,844)	(4,468)
Carrying amount at 30 June	**2,063**	**2,379**
Software work in progress		
At cost	-	60
Carrying amount at 30 June	**-**	**60**
Total	**2,063**	**2,439**

C4-1: Intangible Assets Reconciliation

Represented by movements in carrying amount	Software Internally Generated		Software work in progress		Total	
	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000
Carrying amount at 1 July	2,379	1,613	60	293	2,439	1,906
Acquisitions	-	-	-	968	-	968
Transfers between classes	60	1,201	(60)	(1,201)	-	-
Transfers out to other Queensland Government entities	-	(264)	-	-	-	(264)
Amortisation	(376)	(171)	-	-	(376)	(171)
Carrying amount at 30 June	**2,063**	**2,379**	**-**	**60**	**2,063**	**2,439**

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

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.

C4: Intangibles and Amortisation Expense (Cont'd)

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

Key estimate: Intangible assets are amortised on a straight-line basis between 5-6% (2024-25: 5-6%). 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 2026.

C5: Property, Plant and Equipment and Depreciation Expense

	2026	2025
	$'000	$'000
At cost	489	425
Less: Accumulated depreciation	(237)	(186)
Carrying amount at 30 June	**252**	**239**
Total	**252**	**239**

C5-1: Property, Plant and Equipment Reconciliation

	2026	2025
Represented by movements in carrying amount	**$'000**	**$'000**
Carrying amount at 1 July	239	31
Acquisitions	65	239
Transfer out to other Queensland Government entities	-	(5)
Depreciation	(52)	(26)
Carrying amount at 30 June	**252**	**239**

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.

C5: Property, Plant and Equipment and Depreciation Expense (Cont'd)

C5-3: Depreciation Expense and Impairment (Cont'd)

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 and 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% (2024-25: 14-33%) 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 are assessed annually for impairment using a combination of external and internal impairment indicators. Plant and equipment 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 assets were impaired at 30 June 2026.

C6: Payables

	2026	2025
	$'000	$'000
Deferred appropriation payable to Consolidated Fund	21,962	35,036
Trade creditors and accruals	2,718	4,342
Grants and subsidies payable	100	173
Other	118	393
Total	**24,898**	**39,944**

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 (20 days for small businesses).

C7: Accrued Employee Benefits

	2026	2025
	$'000	$'000
Long service leave levy payable	485	457
Annual leave levy payable	1,961	1,894
Accrued salaries and wages	728	389
Total	**3,174**	**2,740**

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: Equity

C8-1: Contributed Equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising contributed equity by the department. The following items are recognised as contributed equity by the department during the reporting and comparative years:

- appropriations for equity adjustments (refer to Note C8-2); and
- non-reciprocal transfers of assets and liabilities between wholly owned Queensland State Public Sector entities as a result of machinery-of-government changes (refer to Note A3).

C8-2: Appropriations Recognised in Equity

	2026	2025
	$'000	$'000
Original budgeted equity adjustment appropriation	2	2
Transfers from/to other headings	-	36
Equity adjustment receipts (payments)	**2**	**38**
Less: opening balance of equity adjustment receivable	-	(36)
Plus: closing balance of equity adjustment receivable	-	-
Equity adjustment recognised in contributed equity	**2**	**2**

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

There were no capital commitments as at 30 June 2026.

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

		2026	2025
Financial assets	**Note**	**$'000**	**$'000**
Cash and cash equivalents	C1	20,968	38,453
Receivables and other financial assets at amortised cost	C2	6,290	4,912
Total		**27,258**	**43,365**
Financial liabilities at amortised cost			
Payables	C6	24,898	39,944
Total		**24,898**	**39,944**

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 exposed to credit risk in respect of its payables. There is no credit risk of the assets as at 30 June 2026.

Liquidity risk

The department is not exposed to material liquidity risk in respect of its payables. There is no material liquidity risk of the liabilities of the department as at 30 June 2026.

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: Financial Risk Disclosures (Cont'd)

D3-3: Financial Assets

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

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

The department has assessed each debtor individually for impairment. No debtors were impaired for 2025-26 (2024-25: nil).

D4: Events after the Balance Date

There are no matters of significance to the financial statements which occurred after 30 June 2026.

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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 2025-26 financial results and the original budget presented to Parliament.

E1-1: Statement of Comprehensive Income

	Variance Notes	Budget 2026 $'000	Actual 2026 $'000	Variance 2026 $'000
Income from continuing operations				
Appropriation revenue	1	141,067	125,463	(15,604)
User charges and fees	2	3,948	4,981	1,033
Grants and contributions	3	1,546	836	(710)
Other revenue	4	10,517	14,914	4,397
Total income from continuing operations		**157,078**	**146,194**	**(10,884)**
Expenses from continuing operations				
Employee expenses		88,801	87,268	(1,533)
Supplies and services	5	29,854	40,160	10,306
Grants and subsidies	6	31,383	14,710	(16,673)
Depreciation and amortisation	7	555	428	(127)
Other expenses	8	6,485	3,628	(2,857)
Total expenses from continuing operations		**157,078**	**146,194**	**(10,884)**
Total comprehensive income		**-**	**-**	**-**

Variance notes:

1. The decrease in appropriation revenue is primarily due to:
   - transfer of funding to the Department of Housing and Public Works to support Early Intervention for Children ($7.5M), and to the Department of Sport, Racing and Olympic and Paralympic Games ($6M) to establish PCYC facilities in Pimpama and Beaudesert.

2. The increase in user charges and fees is primarily due to:
   - cost recoveries for IT services provided to the portfolio bodies ($0.582M)
   - additional contract management services relating to the whole-of-government arrangements ($0.488M).

3. The decrease in grants and other contributions is primarily due to:
   - lower contributions for events held during 2025–26 ($0.341M)
   - budgeted goods and services received below fair value recognised in other revenue ($0.929M)
   - partly offset by revenue received to support an inter-departmental cyber security project ($0.56M).

4. The increase in other revenue is primarily due to:
   - additional sponsorship and other revenue for events held during 2025-26 ($2.212M)
   - additional goods and services received below fair value recorded for mobility arrangements and archive services provided ($2.019M).

5. The increase in supplies and services is primarily due to:
   - additional expenditure relating to whole-of-government advertising campaigns including Statewide Delivery ($5.32M) and Queensland Day ($1.684M)
   - additional expenditure for ICT licences ($2.072M), ITMaaS transition and transformation project ($1.102M) and Cyber Security ($0.759M).

E1: Explanation of Major Variances (Cont'd)

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

6. The decrease in grants and subsidies is primarily due to:
   - timing of anticipated expenditure for veterans' initiatives ($3.842M)
   - movements in Director-General's Reserve ($13.381M) to support various programs and initiatives and to provide whole-of-government contributions to charitable organisations, community groups and disaster appeals.

7. The decrease in depreciation and amortisation expenses is primarily due to reduced asset acquisitions in 2025-26.

8. The decrease in other expenses is primarily due to:
   - the timing of sponsorship commitments for the Events Sponsorship Fund that were to be completed in 2025-26, now deferred to 2026-27 ($3.805M)
   - partly offset by in-kind sponsorship for the Queensland Day program ($0.881M).

E1: Explanation of Major Variances (Cont'd)

E1-2: Statement of Financial Position

	Variance Notes	Budget 2026 $'000	Actual 2026 $'000	Variance 2026 $'000
Current assets				
Cash and cash equivalents	9	6,169	20,968	14,799
Receivables	10	5,407	6,290	883
Other current assets	11	1,065	3,495	2,430
Total current assets		**12,641**	**30,753**	**18,112**
Non-current assets				
Intangible assets	12	1,802	2,063	261
Property, Plant and equipment	13	3	252	249
Total non-current assets		**1,805**	**2,315**	**510**
Total assets		**14,446**	**33,068**	**18,622**
Current liabilities				
Payables	14	6,601	24,898	18,297
Accrued employee benefits	15	2,666	3,174	508
Other current liabilities	16	628	365	(263)
Total current liabilities		**9,895**	**28,437**	**18,542**
Non-current liabilities				
Other non-current liabilities		-	-	-
Total non-current liabilities		**-**	**-**	**-**
Total liabilities		**9,895**	**28,437**	**18,542**
Net assets		**4,551**	**4,631**	**80**
Equity				
Contributed equity		-	111	111
Accumulated surplus		4,551	4,520	(31)
Total equity		**4,551**	**4,631**	**80**

Variance notes:

9. Refer to the Budget to Actual comparison in the Statement of Cash Flows (Note E1-3).

10. The increase relates to timing of receipts in trade debtors ($0.410M), higher ALCS and LSLCS receivables ($0.238M) and higher GST receivable ($0.270M).

E1: Explanation of Major Variances (Cont'd)

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

11. The increase relates to the timing of recoverable services supporting Ministerial Offices ($1.034M), the Public Sector Commission ($0.268M), the Office of the Governor ($0.144M) and amounts owed from participating agencies for the Future Leaders Graduate Program ($0.983M).

12. The increase primarily reflects a higher than anticipated closing balance of intangible assets due to lower than budgeted amortisation.

13. The increase relates to acquisitions for the year ($0.065m) and lower depreciation ($0.183M).

14. The increase is primarily due to the appropriation payable for funding deferrals to 2026-27, as outlined in B1-1.

15. The increase primarily relates to an increase in annual leave and long service leave payable ($0.417M) and accrued salaries and wages ($0.091M), due to additional FTE through the Future Leaders Graduate Program.

16. The decrease is primarily due to a decrease in unearned revenue for the Future Leaders Graduate Program ($0.190M) and SAP4Hana implementation ($0.110M).

E1: Explanation of Major Variances (Cont'd)

E1-3: Statement of Cash Flows

	Variance Notes	Budget 2026 $'000	Actual 2026 $'000	Variance 2026 $'000
Cash flows from operating activities				
Inflows:				
Service appropriation receipts	17	141,067	112,389	(28,678)
User charges and fees	18	4,118	3,674	(444)
Grants and contributions	19	617	816	199
GST input tax credits from ATO		-	4,498	4,498
GST collected from customers		-	463	463
Other	20	16,934	13,272	(3,662)
Outflows:				
Employee expenses		(88,699)	(87,364)	1,335
Supplies and services	21	(35,281)	(39,804)	(4,523)
Grants and subsidies	22	(31,383)	(15,118)	16,265
GST paid to suppliers		-	(4,965)	(4,965)
GST remitted to ATO		-	(312)	(312)
Other	23	(6,717)	(5,036)	1,681
Net cash provided by operating activities		**656**	**(17,487)**	**(18,143)**
Cash flows from investing activities				
Outflows:				-
Payments for plant and equipment	24	(374)	-	374
Net cash used in investing activities		**(374)**	**-**	**374**
Cash flows from financing activities				
Inflows:				
Equity injections		-	2	2
Outflows:				
Equity withdrawals		2	-	(2)
Net cash provided by financing activities		**2**	**2**	**-**
Net increase/(decrease) in cash and cash equivalents		**284**	**(17,485)**	**(17,769)**
Cash and cash equivalents at beginning of financial year		5,885	38,453	32,568
Cash and cash equivalents at end of financial year		**6,169**	**20,968**	**14,799**

Variance notes:

17. Decrease in cash flows is primarily due to funding returned to the Consolidated Fund as outlined in Note B1-1.

18. The decrease is primarily due to timing of receipts as outlined in Note 2.

19. The increase is primarily due to timing of receipts as outlined in Note 3.

20. The decrease relates to the timing in collection of receivables as outlined in Note 4.

E1: Explanation of Major Variances (Cont'd)

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

21. The increase is primarily due to:
    - additional expenditure relating to whole-of-government advertising campaigns including Statewide Delivery ($5.32M) and Queensland Day ($1.684M)
    - additional expenditure for ICT licences ($2.072M), ITMaaS transition and transformation project ($1.102M) and Cyber Security ($0.759M).

22. The decrease is primarily due to:
    - timing of anticipated expenditure for veterans' initiatives ($3.842M)
    - movements in Director-General's Reserve ($13.381M) to support various programs and initiatives and to provide whole-of-government contributions to charitable organisations, community groups and disaster appeals.

23. The decrease is primarily due to:
    - the timing of sponsorship commitments for the Events Sponsorship Fund due to be completed in 2025-26, now deferred to 2026-27 ($3.805M)
    - partly offset by in-kind sponsorship for the Queensland Day program ($0.881M).

24. The decrease predominantly relates to lower than anticipated acquisitions for internally developed software assets (refer Note 12) and plant and equipment (refer Note 13).

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Section F: Notes about our Administered Activities

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

F1-1: 2025-26 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Queensland Veterans' Council	Office of the Queensland Integrity Commissioner [2]	Total
	$'000	$'000	$'000	$'000
Administered income				
Appropriation revenue (Note F1-4) [1]	71,799	4,630	62	76,491
Other revenue	1,545	-	-	1,545
Total administered income	**73,344**	**4,630**	**62**	**78,036**
Administered expenses				
Employee expenses	49,536	-	-	49,536
Supplies and services	23,594	-	-	23,594
Grants and subsidies (Note F1-3)	-	4,630	62	4,692
Depreciation and amortisation	91	-	-	91
Other expenses	123	-	-	123
Total administered expenses	**73,344**	**4,630**	**62**	**78,036**
Operating surplus/(deficit)	**-**	**-**	**-**	**-**
Administered assets				
Current				
Cash and cash equivalents	16,591	-	-	16,591
Receivables	779	-	-	779
Other current assets	578	-	-	578
Total current assets	**17,948**	**-**	**-**	**17,948**
Non-current				
Plant and equipment/Intangibles	135	-	-	135
Total non-current assets	**135**	**-**	**-**	**135**
Total assets	**18,083**	**-**	**-**	**18,083**
Administered liabilities				
Current				
Payables	5,424	-	-	5,424
Accrued employee benefits	1,968	-	-	1,968
Total current liabilities	**7,392**	**-**	**-**	**7,392**
Non-current				
Accrued employee benefits	6,031	-	-	6,031
Total non-current liabilities	**6,031**	**-**	**-**	**6,031**
Total liabilities	**13,423**	**-**	**-**	**13,423**
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.

[2] The appropriation revenue and grants expense relates to residual appropriation deferrals from 2024-25 as the Office of the Queensland Integrity Commissioner (OQIC) was establishing their own corporate support services following machinery-of-government changes effective from 1 November 2024.

F1: Schedule of Administered Income, Expenses, Assets and Liabilities (Cont'd)

F1-2: 2024-25 Financial Information

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

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

[2] As a result of the machinery-of-government changes effective from 1 November 2024, OQIC was transferred out to the Department of Justice and Queensland Veterans' Council (QVC) was transferred into the department from Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM).

F1: Schedule of Administered Income, Expenses, Assets and Liabilities (Cont'd)

F1-3: Grants and Subsidies

Grants and subsidies were paid to the following entities.

	2026	2025
	$'000	$'000
Queensland Veterans' Council	4,630	616
Office of the Queensland Integrity Commissioner	62	3,214
Total	**4,692**	**3,830**

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

	2026	2025
	$'000	$'000
Budgeted appropriation	77,914	76,364
Transfers from/to other departments	-	(754)
Transfer from/to other headings	1,070	-
Lapsed appropriation	-	(34)
Total administered receipts	**78,984**	**75,576**
Non-cash operating transfer to appropriation	-	335
Less: Opening balance of appropriation revenue receivable	-	(46)
Plus: Opening balance of deferred appropriation payable	758	-
Less: Closing balance of deferred appropriation payable	(3,251)	(758)
Appropriation revenue recognised in the statement of comprehensive income	**76,491**	**75,107**

F1-5: Significant Accounting Policy

Relevant significant accounting policies for Administered activities are in line with those stated under the department'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).

F1: Schedule of Administered Income, Expenses, Assets and Liabilities (Cont'd)

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

This section contains explanations of major variances between the department's actual 2025-26 financial results and the original budget presented to Parliament.

F2-1: Income and Expenses

	Variance Notes	Budget 2026 $'000	Actual 2026 $'000	Variance 2026 $'000
Administered income				
Appropriation revenue		77,914	76,491	(1,423)
Other revenue	1	-	1,545	1,545
Total administered income		**77,914**	**78,036**	**122**
Administered expenses				
Employee expenses		50,834	49,536	(1,298)
Supplies and services	1	22,244	23,594	1,350
Grants and subsidies		4,586	4,692	106
Depreciation and amortisation	2	146	91	(55)
Other expenses	3	104	123	19
Total administered expenses		**77,914**	**78,036**	**122**
Operating surplus/(deficit)		**-**	**-**	**-**

Variance notes:

1. The variance is primarily due to in-kind revenue and expenditure related to Queensland State Archives ($1.544M).
2. The decrease in depreciation is primarily due to lower than anticipated capital expenditure resulting in lower depreciation ($0.055M).
3. The increase is primarily due to additional audit fees ($0.012M).

F2: Administered Activities - Budget to Actual Comparison and Variance Analysis (Cont'd)

F2-2: Assets and Liabilities

	Variance Notes	Budget 2026 $'000	Actual 2026 $'000	Variance 2026 $'000
Administered assets				
Current				
Cash and cash equivalents		17,213	16,591	(622)
Receivables	4	889	779	(110)
Other current assets	5	478	578	100
Total current assets		**18,580**	**17,948**	**(632)**
Non-current				
Plant and equipment/Intangibles	6	210	135	(75)
Total non-current assets		**210**	**135**	**(75)**
Total assets		**18,790**	**18,083**	**(707)**
Administered liabilities				
Current				
Payables	7	2,045	5,424	3,379
Accrued employee benefits	8	2,974	1,968	(1,006)
Total current liabilities		**5,019**	**7,392**	**2,373**
Non-current				
Accrued employee benefits	8	9,111	6,031	(3,080)
Total non-current liabilities		**9,111**	**6,031**	**(3,080)**
Total liabilities		**14,130**	**13,423**	**(707)**
Net administered assets		**4,660**	**4,660**	**-**
Total administered equity		**4,660**	**4,660**	**-**

Variance notes:

4. The decrease is primarily due to reductions in the balance of ALCS and LSLCS receivables ($0.072M) and timing of receipts from customers ($0.035M).

5. The increase is primarily related to higher prepaid ICT contracts and subscriptions at year end.

6. The decrease is primarily due to lower capital expenditure due to the move to managed service arrangements for IT infrastructure.

7. The increase relates to an increase in deferred appropriation payable ($2.555M) and an increase in trade creditors at year end.

8. The decrease is primarily related to a recalculation of severance liability for Ministerial and Opposition staff members following the change of government and the movement between current and non-current liabilities.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2026

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 2025-26 and 2024-25. 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 decisions 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 drives the government's objectives in intergovernmental forums and initiatives.
Associate Director-General, Governance and Engagement	The Associate Director-General, Governance and Engagement leads the provision of advice to the Premier and the public sector on constitutional, legal, executive government and public administration matters. The role is also responsible for whole-of-government sponsorship, communication and engagement activities and overseeing the delivery of events including State Occasions, official visits and functions. The role oversees 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 is responsible for improving outcomes in existing programs and implementing new and improved approaches according to government priorities. The role also provides strategic insights and foresights and drives delivery of the government's commitments.
Deputy Director-General, Corporate	The Deputy Director-General, Corporate is responsible for the department's corporate capability and governance arrangements, which underpin and support performance, and achievement of the department's strategic objectives. The role oversees the development and management of the department's people, technology and financial resources with a focus on risk management, business resilience and continuous improvement. The role is also responsible for the delivery of corporate 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.
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.

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

G1: Key Management Personnel (KMP) (Cont'd)

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 B1-4: Other Revenue
Note B2-2: Supplies and Services
Note B2-3: Grants and Subsidies
Note B2-4: Other Expenses

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.

G1: Key Management Personnel (KMP) (Cont'd)

G1-4: Remuneration Expense (Cont'd)

Position (Classification) 1 July 2025 to 30 June 2026	Employee Expenses					
	Short Term		Long Term	Post	Termination Benefits	Total
	Monetary Expenses	Non-Monetary Benefits				
	$'000	$'000	$'000	$'000	$'000	$'000
Director-General	708	26	18	86	-	**838**
Acting Associate Director General, the Cabinet Office (1 July 2025 to 15 February 2026)	259	8	7	33	-	**307**
Associate Director General, the Cabinet Office (16 February to 30 June 2026)	166	5	4	19	-	**194**
Associate Director General, Governance and Engagement	387	12	10	48	-	**457**
Queensland Parliamentary Counsel	409	14	10	51	-	**484**
Associate Director General, Implementation Division (1 July 2025 to 6 April 2026)	251	9	6	31	-	**297**
Acting Associate Director General, Implementation Division (7 April to 30 June 2026)	100	3	3	13	-	**119**
Acting Deputy Director-General, Corporate (1 July to 2 November 2025) [(1)]	133	4	-	14	-	**151**
Acting Deputy Director-General, Corporate (3 November 2025 to 30 June 2026)	158	8	4	19	-	**189**
Executive Director, Office of the Director General	237	12	6	29	-	**284**
Total Remuneration	**2,808**	**101**	**68**	**343**	**-**	**3,320**

[(1)] The Acting Deputy Director-General, Corporate was appointed to the substantive position on 14 October 2025. On 3 November 2025, the substantive holder commenced a secondment external to the department.

G1: Key Management Personnel (KMP) (Cont'd)

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	-	**440**
Acting Director-General (28 October to 20 December 2024)	110	2	3	13	-	**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 effective from 1 November 2024, Office of First Nations Engagement and Innovation transferred out of the department.

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 2025-26.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2025-26 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 2025-26 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 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 is 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

There were no machinery-of-government changes in the current year (refer to Note A3), however the department continued to provide corporate services support to OQIC in 2025-26 (refer to Note F1-1) following the machinery-of-government change effected 1 November 2024. Total agency transactions for OQIC in the current year was $1.587M (2024-25: $6.873M).

G5: Climate Risk Disclosure

Whole-of-Government Climate Reporting

The State of Queensland, as the ultimate parent of the Sunshine Department, provides information and resources on climate related strategies and actions accessible at *https://www.treasury.qld.gov.au/policies-and-programs/climate/*

The Queensland Sustainability Report (QSR) outlines the Queensland Government's approach to managing key Environmental, Social and Governance (ESG) risks and opportunities, including governance structures, major commitments and policies, and how these risks and opportunities are measured, monitored and managed across government. The QSR is supported by comprehensive datasets and data dictionaries. The QSR is available via Queensland Treasury's website at *https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report*

Climate Risk Assessment

The department considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

The department has not identified any material climate-related risks relevant to the financial report at the reporting date.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the department.

The department continues to monitor the emergence of material climate-related risks that may impact the financial statements of the department, including directives from Government or Queensland Treasury.

Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2026

Certificate of the Department of the Premier and Cabinet

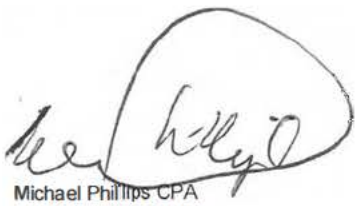
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify 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 2026 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
28 August 2026



Michael Phillips CPA
Chief Finance Officer
28 August 2026

Queensland Audit Office
Better public services

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 2026, 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 accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

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.

c) In my opinion, the financial report:

   i. gives a true and fair view of the department's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended

   ii. 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* (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.

Queensland Audit Office
Better public services

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 such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- 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. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at: www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.

31 August 2026

Rachel Vagg
Auditor-General

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

Associate Director-General, The Cabinet Office

Ms Rebecca McGarrity has nearly 25 years' experience in the Queensland public sector. In her current role as Associate Director-General, she leads The Cabinet Office overseeing Policy, Cabinet and Parliamentary Services, and Intergovernmental Relations.

Rebecca has held numerous senior roles in government. In the private sector, 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.

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.

Chris Lamont

Acting Associate Director-General, Implementation

Mr Chris Lamont joined DPC in April 2026. Previously, he was the Director-General of the Department of Customer Services, Open Data and Small and Family Business. Chris brings extensive expertise spanning both the public and private sectors. As the former NSW Small Business Commissioner, he played a pivotal role in designing financial assistance programs to support small businesses during the COVID-19 pandemic and implementing targeted recovery initiatives following natural disasters.

Chris has more than two decades experience in policy development and advocacy, senior government positions, not-for-profit and industry associations, business and the delivery of major government reforms and projects. He has held senior leadership positions across federal, state, and local governments, where he successfully delivered significant reforms and oversaw multi-billion-dollar infrastructure projects.

David Sinclair

Associate Director-General, Implementation (25 March 2024 to 6 April 2026)

Mr David Sinclair has worked in the private and public sectors in the United Kingdom and Australia. In his role as Associate Director-General, David led 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, from 2017 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).

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.

Jaime Blackburn

Acting Deputy Director-General, Corporate

Ms Jaime Blackburn is an experienced senior executive with a keen interest in corporate governance, risk management and financial management.

Jaime's career of more than 25 years spans public and private sectors in Queensland and the United Kingdom and her 10 years of service in the Queensland public sector includes various roles within DPC and in a statutory body.

Jaime is a fellow member of the Association of Chartered Certified Accountants and has spent a significant part of her career delivering audit and risk functions to a wide range of clients and industries.

Jaime currently leads the Corporate Division.

Megan Barry

Deputy Director-General, Corporate
(7 April 2025 to 2 November 2025)

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 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.

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	*Cross-Border Commissioner Act 2024*	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	*Constitution of Queensland 2001*	Separate annual report prepared
Office of the Queensland Parliamentary Counsel	*Legislative Standards Act 1992*	Included in DPC's annual report and separate annual report prepared
Public Sector Commission	*Public Sector Act 2022*	Separate annual report prepared
Public Sector Governance Council	*Public Sector Act 2022*	Included in Public Sector Commission's annual report
Queensland Audit Office	*Auditor-General Act 2009*	Separate annual report prepared
Queensland Independent Remuneration Tribunal	*Queensland Independent Remuneration Tribunal Act 2013*	Separate annual report prepared, see Boards and committees section
Queensland Plan Ambassadors Council	*Queensland Plan Act 2014*	See Boards and committees section
Queensland Veterans' Council	*Queensland Veterans' Council Act 2021*	Separate annual report prepared
Veterans' Reference Group	*Queensland Veterans' Council Act 2021*	Included in Queensland Veterans' Council annual report

Special Commissioner for Regional and Rural Queensland

The role of Special Commissioner for Regional and Rural Queensland (Special Commissioner), was established under the *Public Sector Act 2022*, with Mr Andrew Cripps commencing on 20 April 2026.

As Special Commissioner, Mr Cripps engages with communities across the state and provides advice to the Premier on how government policies, programs and services can better reflect the needs of regional and rural Queenslanders.

The Special Commissioner is based in Townsville and is supported administratively by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development.

Key achievements for 2025–2026

- Established the Office of the Special Commissioner in the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development with three staff
- Met with the Regional Leadership Networks and the Regional Leadership Alliance to understand their workplans and activities.
- Worked with the PSC to obtain data about regional representation of senior government decision makers
- Met and engaged with community members, and key government and external stakeholders relevant to the Special Commissioner's work.

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, DPC employs these staff on the recommendation of the Premier, the Leader of the Opposition, or relevant members of Parliament respectively.

During 2025–2026, 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, DPC may make directives or guidelines about employment matters. In the preceding 12 months, there have been no new directives issued under the Act.

A total of 351 staff were employed under the Act for the financial year ending 30 June 2026, with 269 staff employed as at 30 June 2026.

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: • 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 three times and undertook 161 out of session engagements across Queensland consisting of: • delivering 23 community education presentation and/or speeches • participating in seven workshops/reform activities/consultations • meeting with 62 stakeholder groups • hosting 15 in person or online events • attending 33 community events • participating in 21 media engagements.				
Financial reporting	The Prevention Council's costs are contained within the department's financial statements. Actual fees received relates solely to remuneration and does 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 sub-committee fees if applicable	Actual fees received^
Co-Chair	Bob Atkinson	3	$390 daily	N/A	$21,255
Co-Chair	Vanessa Fowler	3	$390 daily	N/A	$20,865
Member	Faiza El-Higzi	2	$300 daily	N/A	$5,250
Member	Lyn Anderson	3	$300 daily	N/A	$2,700
Member	Andrew Taukulo	1	$300 daily	N/A	$1,050
Member	Adair Donaldson#	2	$300 daily	N/A	$2,700
Member	Ben Bjarnesen	3	$300 daily	N/A	$1,950
Member	Jacque Lachmund	3	$300 daily	N/A	$5,100
Member	Kai Lowah	0	$300 daily	N/A	$0
Member	Kay McGrath	2	$300 daily	N/A	$1,950
Member	Nikita Sellin	2	$300 daily	N/A	$3,900
Member	Torita Blake	3	$300 daily	N/A	$2,700
Member	Rachel Broun#<	1	$300 daily	N/A	$0
Ex-officio member	Department of the Premier and Cabinet representative	3	$0 daily+	N/A	$0
Ex-officio member	Department of Families, Seniors, Disability Services and Child Safety	3	$0 daily+	N/A	$0

Ex-officio member	Queensland Police Service representative	3	$0 daily+	N/A	$0
Ex-officio member	Department of Education representative	3	$0 daily+	N/A	$0
Ex-officio member	Public Sector Commission representative	3	$0 daily+	N/A	$0
No. scheduled meetings/sessions	3 DFV Prevention Council Meetings (July 2025, November 2025 and March 2026) 161 additional out of session engagements				
Total out of pocket expenses^	$13,692.60				

* 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'.

Member resigned prior to end of reporting period.

+ 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, this 2025–2026 Annual Report captures: fees for Council activities covering the period 1 May 2025 to 1 June 2026; and out-of-pocket expenses (including allowances and reimbursements) covering the posting period 1 May 2025 to 30 June 2026. Any remaining fees and out-of-expenses incurred in the 2025–2026 financial year but not paid in that year will be captured in the 2026–2027 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 entitlement of cross bench members to additional staff members.				
Achievements	The following Determinations were issued for the 2025–2026 reporting period: • 9 October 2025: Determination 36/2025 to adjust the Electorate and Communication Allowance Bands with effect from 1 July 2025. • 14 January 2026: Determination 37/2026 about the review of the entitlement of cross bench members to additional staff members in accordance with section 31D of the *Queensland Independent Remuneration Tribunal Act 2013.* • 22 April 2026: Determination 38/2026 relating to the 2024–2025 review of the allowances and entitlements for Members of the Legislative Assembly.				
Financial reporting	The Tribunal is required under the *Queensland Independent Remuneration Tribunal Act 2013* to prepare and give the Clerk of the Queensland Parliament a written report about the operations of the Tribunal during the financial year for tabling in the Legislative Assembly.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received#
Chair	Keitha Dunstan*	3	$520 meeting fee (4 hours or less)	N/A	$4,880
Member	Patrick Weller*	3	$400 meeting fee (4 hours or less)	N/A	$3,600
Member	Jim Varghese**	12	$400 meeting fee (4 hours or less)	N/A	$7,600
Chair	Kirsty Chessher-Brown**	9	$520 meeting fee (4 hours or less)	N/A	$4,680
Member	Michael Hickey**	9	$400 meeting fee (4 hours or less)	N/A	$4,400
No. scheduled meetings/sessions	12				
Total out of pocket expenses	$200				

* Appointment terms of chair and member expired on 7 December 2025.

** The chair and members were appointed to the Tribunal on 8 December 2025 (Member Varghese was re-appointed).

Includes fees for additional work time required to carry out their roles on the Tribunal and payments made in the 2025–2026 financial year for meetings occurring in the 2024–2025 financial year.

Queensland Plan Ambassadors Council					
Act or instrument	*Queensland Plan Act 2014*				
Functions	The Queensland Plan Ambassadors Council (Council) promotes community engagement and shared responsibility for achieving the long-term vision and goals of The Queensland Plan. Ambassadors on the Council serve as champions of The Queensland Plan and encourage industry, business, community organisations and the broader public to work towards its vision and goals. The Council has the following functions: • to promote awareness of, and advocate for, implementation of The Queensland Plan within the community, business and industry; and • to advise the Premier on matters relating to implementation of The Queensland Plan.				
Achievements	No Council meetings were convened during the financial year.				
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 sub-committee fees if applicable	Actual fees received
Chair	The Honourable Tony McGrady AM*	N/A	N/A	N/A	N/A
Member	Ms Karen Riethmuller Tully*	N/A	N/A	N/A	N/A
Member	Ms Suzanne Cadigan*	N/A	N/A	N/A	N/A
Member	Ms Shelley Argent OAM*	N/A	N/A	N/A	N/A
Member	Ms Elsa Larsen*	N/A	N/A	N/A	N/A
Member	Mr Ben Bjarnesen BM**	N/A	N/A	N/A	N/A
Member	Mr Murray Saylor	N/A	N/A	N/A	N/A
No. scheduled meetings/sessions	0				
Total out of pocket expenses	N/A				

*Members' terms expired at various times during the 2025–2026 financial year.

**Council member resigned from the Council in August 2025.

Appendix A: Our performance

Department Service Standards 2025–2026

The DPC service areas are:

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

The tables below report the actual result for the service standards for the 2025–2026 financial year – specifically, as at 30 June 2026. Some results may vary from the estimated actuals reported in the Service Delivery Statements 2026–2027 which were calculated prior to the State Budget delivered in June 2026.

Service area: Government Decision Support

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

Service standards	Notes	2025–2026 Target/Est.	2025–2026 Actual
Effectiveness measures			
Overall client satisfaction with engagement in the policy development process		85%	72%
Overall client satisfaction with advice and support relating to intergovernmental relations		85%	82%
Overall client satisfaction with advice and support relating to Cabinet support and Parliamentary services		85%	70%
Overall client satisfaction with advice and support relating to performance management and reporting requirements	1, 2	85%	65%
Efficiency measures			
Total cost per hour of government decision support output		$168	$173
Average cost of supporting Regional and Community Cabinet meetings		$31,500	$32,135

Notes:

1. This service standard was published under Government Service Delivery Implementation Support in the 2025–2026 Service Delivery Statement (SDS) but moved during 2025–2026 to Government Decision Support to better reflect the alignment of services. This change is reflected in the 2026–2027 SDS.
2. The variance between the 2025–2026 Target/Estimate and the 2025–2026 Actual is primarily due to higher levels of 'neither satisfied nor dissatisfied' responses.

Service area: Government Service Delivery Implementation Support

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

Service standards	Notes	2025–2026 Target/Est.	2025–2026 Actual
Effectiveness measure			
Overall client satisfaction with advice and support relating to performance management and reporting requirements	1	85%	65%

Note:

1. This service standard was published under Government Service Delivery Implementation Support in the SDS 2025–2026 but was moved during the year to Government Decision Support to better reflect alignment of services. The 2025–2026 Actual is also reported under that service area. In the 2026–27 SDS a new service standard 'Overall client satisfaction with advice, support and reporting relating to government service delivery implementation' was introduced for this 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	2025–2026 Target/Est.	2025–2026 Actual
Effectiveness measure			
Overall client satisfaction with governance support and advisory services		85%	95%
Efficiency measure			
Cost per hour to provide governance support and advisory services		$152	$154

Service area: Engagement and Events Support

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

Service standards	Notes	2025–2026 Target/Est.	2025–2026 Actual
Effectiveness measure			
Overall client satisfaction with advice and support relating to engagement and events		85%	77%
Efficiency measure			
Cost per hour of engagement and events support		$182	$186

Service area: Legislative Drafting and e-Publishing

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

Service standards	Notes	2025–2026 Target/Est.	2025–2026 Actual
Effectiveness measures			
Overall client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel		90%	91%
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		$188	$195

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	• **A letter of compliance from the accountable officer or statutory body to the relevant Minister/s**	ARRs – section 7	Letter of compliance
Accessibility	• **Table of contents** • **Glossary**	ARRs – section 9.1	Contents Glossary of terms
	• **Public availability**	ARRs – section 9.2	(Inside front cover)
	• **Interpreter service statement**	*Queensland Government Language Services Policy* ARRs – section 9.3	(Inside front cover)
	• **Copyright notice**	*Copyright Act 1968* ARRs – section 9.4	Copyright
	• **Information Licensing**	*QGEA – Information Licensing* ARRs – section 9.5	Licence
General information	• **Introductory Information**	ARRs – section 10	About the department Director-General's report Our Strategic Plan 2025–2029
Non-financial performance	• **Government's objectives for the community and whole-of-government plans/specific initiatives**	ARRs – section 11.1	About the department Government's objectives for the community Director-General's report
	• **Agency objectives and performance indicators**	ARRs – section 11.2	Our Strategic Plan 2025–2029 Government Decision Support Government Service Delivery Implementation Support Governance Support and Advisory Services Engagement and Events Support Legislative Drafting and e-Publishing Our people Appendix A: Our performance
	• **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 Appendix A: Our performance
Financial performance	• **Summary of financial performance**	ARRs – section 12.1	Financial summary 2025–2026
	• **Organisational structure**	ARRs – section 13.1	Organisational structure

Governance – management and structure	• **Executive management**	ARRs – section 13.2	Our leaders Corporate Governance – Executive Leadership Team Finance, Performance and Planning, and Risk Subcommittee Strategic Workforce Subcommittee Information and Technology Subcommittee
	• **Government bodies (statutory bodies and other entities)**	ARRs – section 13.3	Statutory reports Boards and committees
	• **Public Sector Ethics**	*Public Sector Ethics Act 1994* ARRs – section 13.4	Our people
	• **Human Rights**	*Human Rights Act 2019* ARRs – section 13.5	Our people
	• **Queensland public service values**	ARRs – section 13.6	Our people
Governance – risk management and accountability	• **Risk management**	ARRs – section 14.1	Corporate Governance – Audit and Risk Management Committee Risk management
	• **Audit committee**	ARRs – section 14.2	Corporate Governance – Audit and Risk Management Committee
	• **Internal audit**	ARRs – section 14.3	Corporate Governance – Internal audit
	• **External scrutiny**	ARRs – section 14.4	Corporate Governance – External scrutiny
	• **Information systems and recordkeeping**	ARRs – section 14.5	Corporate Governance – Information systems and records management
	• **Information Security attestation**	ARRs – section 14.6	Corporate Governance – Information Security attestation statement
Governance – human resources	• **Strategic workforce planning and performance**	ARRs – section 15.1	Our people
	• **Early retirement, redundancy and retrenchment**	Directive No.04/18 *Early Retirement, Redundancy and Retrenchment* ARRs – section 15.2	Our people
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	Corporate Governance – Open data

Financial statements	• **Certification of financial statements**	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Financial Statements 2025–2026
	• **Independent Auditor's Report**	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Financial Statements 2025–2026

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

QGEA *Queensland Government Enterprise Architecture*

VCSVRB *Victims' Commissioner and Sexual Violence Review Board Act 2024*

Glossary of terms

AASB Australian Accounting Standards Board

AC Companion of the Order of Australia

AI Artificial intelligence

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

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 and records management system

ELT Executive Leadership Team

EGG Executive Governance Group

ESG Environmental, Social and Governance

FAA *Financial Accountability Act 2009*

FBT Fringe Benefits 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

ISO International Standards Organisation

IT Information technology

ISSN International Standard Serial Number

ITMaaS IT Managed as a Service

KMP Key Management Personnel

LDeP Legislative Drafting and e-Publishing

LSLCS Long Service Leave Central Scheme

MOHRI Minimum Obligatory Human Resources Information

MYFER Mid-year fiscal and economic review

NSW New South Wales

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

QGEA Queensland Government Enterprise Architecture

QGIF Queensland Government Insurance Fund

QPSF Queensland Protective Security Framework

QSR Queensland Sustainability Report

QuILLS Queensland Integrated Legislation Lifecycle System

QVC Queensland Veterans' Council

SDS Service Delivery Statement

VCSVRB *Victims' Commissioner and Sexual Violence Review Board Act 2024*

WfQ Working for Queensland survey

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Department of the Premier and Cabinet

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