

Public Service Commission

# ANNUAL REPORT 2020–2021



**Queensland**  
Government

# Public Service Commission annual report 2020–21

The annual report provides detailed information about the Public Service Commission's financial and non-financial performance for 2020–21. It aligns to its [strategic plan 2020–2024](#) and the [2020–21 Service Delivery Statements](#).

Additional annual reporting requirements are published on the [Queensland Government Open Data portal](#) including information about consultancies and the Queensland Language Services Policy.

There was no overseas travel expenditure in 2020–21, therefore it is not reported in this annual report.

This annual report has been prepared for the Commission Chief Executive to submit to Queensland Parliament, and to meet the needs of stakeholders including government agencies, business and industry, members of the community, media and employees.

© The State of Queensland (Public Service Commission) 2021

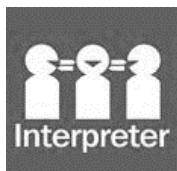
ISSN: 1837–2201

This annual report is licensed by the State of Queensland (Public Service Commission) under a [Creative Commons Attribution \(CC BY\) 4.0 International licence](#).



In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Public Service Commission).

## Attribution



## Interpreter service statement

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.

## More information

Contact the Public Service Commission:

- PO Box 15190, City East, Brisbane QLD 4002
- (07) 3003 2800
- [commission.psc@psc.qld.gov.au](mailto:commission.psc@psc.qld.gov.au)

An electronic version of this document is available on the [Public Service Commission website](#).

## Contents

Letter of compliance .....	ii
Chairperson message .....	1
Commission Chief Executive message .....	1
About us .....	3
Financial summary .....	4
Performance .....	7
Service delivery statements .....	12
Future direction .....	13
Governance .....	14
People .....	19
Financial statements .....	21
Glossary .....	23
Annual report compliance checklist .....	42

# Letter of compliance

---

30 September 2021

The Honourable Anastacia Palaszczuk MP Premier and Minister for Trade  
Level 40, 1 William Street  
Brisbane Qld 4000

Dear Premier

I am pleased to submit for presentation to the Parliament the annual report 2020–21 and financial statements for the Public Service Commission.

I certify that this annual report complies with the:

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

A checklist outlining the annual reporting requirements is on page 42 of this annual report.

Yours sincerely

**Robert Setter**  
Commission Chief Executive  
Public Service Commission



## Chairperson message

---

In 2020–21, the Public Service Commission (the Commission) remained committed to keeping Queenslanders safe and healthy, by supporting Queensland public sector (the sector) agencies in the delivery of essential public services in the midst of the COVID-19 health pandemic.

The Commission also provided significant leadership to help mobilise the sector towards critical COVID-19 response priorities and navigate new ways of working during a pandemic. This included:

- coordinating Queensland public servants to support contact tracing and vaccination hubs in Queensland Health
- supporting agencies to implement COVID-safe practices in workplaces
- providing guidance on flexible and hybrid working arrangements
- partnering with agencies to transition employees to increase workplace attendance in accordance with health advice.

In addition, the Commission progressed reforms in public sector employment and supported the efficient and equitable implementation of administrative arrangements resulting from machinery-of-government changes.

To support Queensland's economic recovery from COVID-19, the PSC Board (the Board) provided leadership and oversight of the *Savings and debt plan* on behalf of the Queensland Government, including cross-sector thematic reviews to drive reform and savings in areas of:

- public sector accommodation
- workforce
- data and information and communications technology
- advertising, marketing and communications.

The Board also played an active role in managing the workforce reform elements of the *Savings and debt plan*, such as:

- providing oversight of all non-frontline recruitment decisions

- monitoring workforce reporting to limit non-frontline workforce growth
- ensuring frontline vacancies, including regionally-based and specialist roles, continue to be filled to support ongoing service delivery.

This oversight has driven increased discipline in public sector workforce management and has effectively managed non-frontline growth. The Board will continue to provide oversight and leadership of this important area of workforce reform in 2021–22.

As we respond to the challenges presented by COVID-19, the Commission will continue to:

- work collaboratively with agencies to respond to emerging sector-wide challenges
- enhance sector-wide capability to support *Queensland's COVID-19 economic recovery plan* and services for Queenslanders
- work in partnership with central agency colleagues, including the Department of the Premier and Cabinet (DPC) and Queensland Treasury (QT) as well as the Chief Executive Leadership Board to drive ongoing public sector reform.

I look forward to working with the Commission in 2021–22 as they continue to support the sector to achieve its goals.

**Rachel Hunter**

Chairperson (Acting)

Public Service Commission

## Commission Chief Executive message

---

The Queensland public sector is the state's largest and most diverse workforce, and as such, the human resources response required to support employees during the global pandemic is unprecedented and multitiered.

The Commission played an important role supporting public sector agencies during the pandemic by:

- providing central and coordinated leadership on COVID-19 workforce strategies, policies and practices
- maintaining business-critical HR practices and advisory services
- effectively preparing for the safe return of employees to workplaces.

Another essential piece of work was the ongoing management of the Queensland Government's surge workforce, the Employee Mobilisation Service (EMS) which involved coordinating the re-deployment of human resources into areas of critical need at very short notice. In partnership with Queensland Health, we also established QTrace – a centralised contact tracing hub, which provides a rapid response to existing contact tracing efforts.

At the same time, the Commission advanced implementation of the sector's response to recommendations from the *Review of public sector employment laws – A Fair and Responsive Public Service for All report* (the Bridgman Review). In partnership with the Public Sector Reform Office in DPC, we issued five new and seven revised directives to support legislative amendments to ensure a fair, responsive and inclusive public sector in Queensland.

The Commission also continued to deliver against its strategic objectives, which are guided by the Queensland Government objectives for the community.

The Commission:

- developed and published guidance materials to assist agencies to convert employees in long term temporary, casual or acting arrangements to permanent employment in their ongoing roles

- conducted the annual Working for Queensland survey across 68 agencies with more than 82,000 respondents
- brokered capability development offerings, targeting different leadership cohorts, including the Everyday conversations for healthy minds program to support leaders to create mentally healthy workplaces through everyday interactions with colleagues
- accelerated the Aboriginal and Torres Strait Islander career pathways service to support the career progression of Aboriginal and Torres Strait Islander public sector employees into leadership and decision-making roles
- released the sector's *Inclusion and diversity strategy 2021–2025*, which sets out strategies to ensure we continue to build a public sector for all, where everyone feels safe, respected and included.

We have accomplished so much, and I sincerely thank the Commission team for helping to create an ever responsive and agile Queensland public sector, critical to responding to emerging government priorities.

**Robert Setter**

Commission Chief Executive  
Public Service Commission

# About us

---

**The Commission is a small, dynamic central agency of government established under the *Public Service Act 2008 (PS Act)* on 1 July 2008.**

## Vision

A high-performing, future-focused public sector for Queensland.

## Purpose

The Commission is here to advise, connect, support and partner with the public sector to deliver the best outcomes for Queenslanders.

## Objectives

- Support public sector agencies to effectively manage their workforces.
- Build a highly capable and responsive public sector workforce.
- Support the public sector to prepare for and respond to strategic workforce challenges.

## Responsibilities

- Promote the management and employment principles set out in the PS Act.
- Enhance and promote an ethical culture and ethical decision-making across the sector.
- Enhance the sector's leadership and management capabilities in relation to disciplinary matters.
- Conduct Commission reviews, including the handling by agencies of work performance matters.
- Develop and implement sector-wide workforce management strategies.
- Enhance the sector's human resources (HR) management and capability.
- Enable the development of mobile, highly skilled senior executives and leaders.
- Monitor and report on the sector's workforce profile.

- Promote a culture of continuous improvement and organisational performance management across the sector.
- Provide a best practice advisory role on public sector management, organisational performance management and workforce practices.

The Commission also works with DPC and QT to oversee continuous improvement of the sector and collaborates with all government agencies to achieve its vision.

## Values

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people

## Workforce reporting

In accordance with stated obligations under the PS Act, the Commission is responsible for workforce reporting.

During 2020–21, the Commission released:

- the sector's bi-annual workforce profile report for September 2020 and March 2021
- annual reporting of information about work performance matters handled by each agency in accordance with section 88N of the PS Act.

## More information

Visit our [website](#) to learn more about our business areas and their functions, and to download a copy of our [strategic plan 2020–2025](#).



## Financial summary

During 2020–21, the Commission continued with its core service delivery to:

- support public sector agencies to effectively manage their workforces
- build a highly capable and responsive public sector workforce
- support the public sector to prepare for and respond to strategic workforce challenges.

The Commission is supporting the sector's COVID-19 response and recovery efforts by providing leadership and coordination of sector-wide projects, including employee mobilisation and capability building across the sector.

In 2021–22, the Commission will establish the Office of the Special Commissioner Equity and Diversity and will drive strategies and initiatives that promote gender pay equity, inclusion and fairness across the sector.

## Revenue

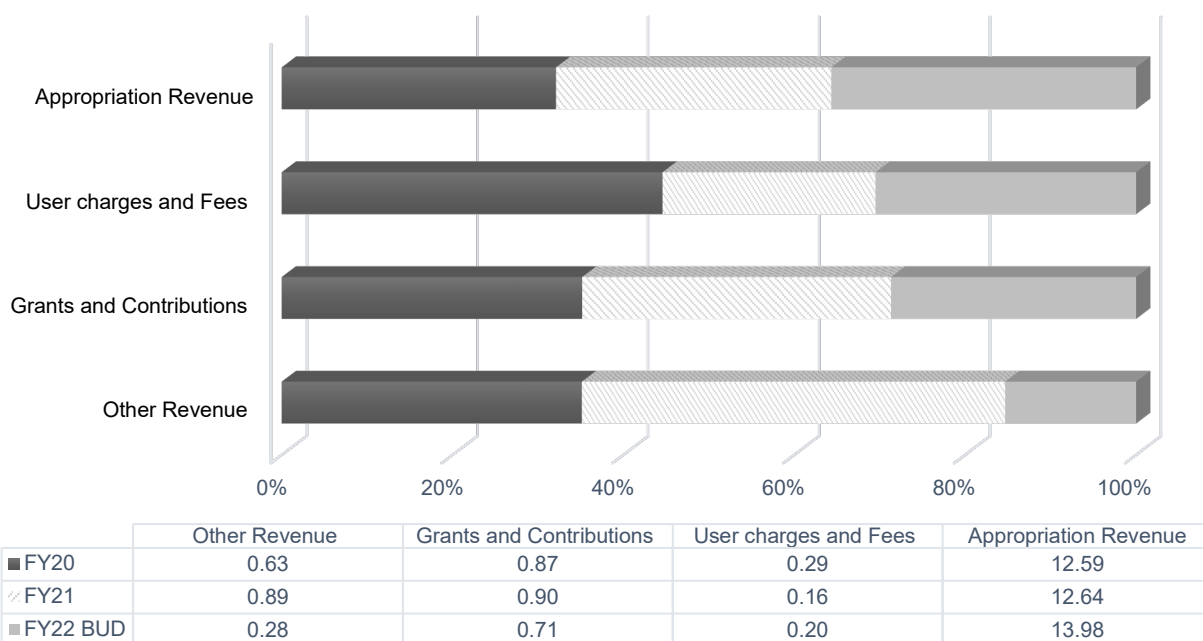
Total revenue for the Commission was \$14.59 million, a minor increase from the previous financial year. The increase is primarily due to the appropriation lapsed in the previous financial year.

Non-appropriated revenue, consisting of user charges, grants and other contributions and other revenue increased by \$0.16 million primarily due to cost recovery revenue for recruitment costs for directors'-general across the sector, reimbursement of legal fees, offset by lower contract management fees for capability development programs and HR reporting services.

Figure 1 provides a comparison of revenue sources for the previous year, current year and the budget for the 2021–22 financial year as provided in the Commission's current Service Delivery Statement.

Explanations for major variances between the Commission's financial performance and its 2020–21 budget are disclosed in the accompanying Financial Statements.

**Figure 1: 2020–21 Commission Income Summary**



## Expenditure

Total expenditure for the Commission was \$14.59 million, a minor increase from the previous financial year.

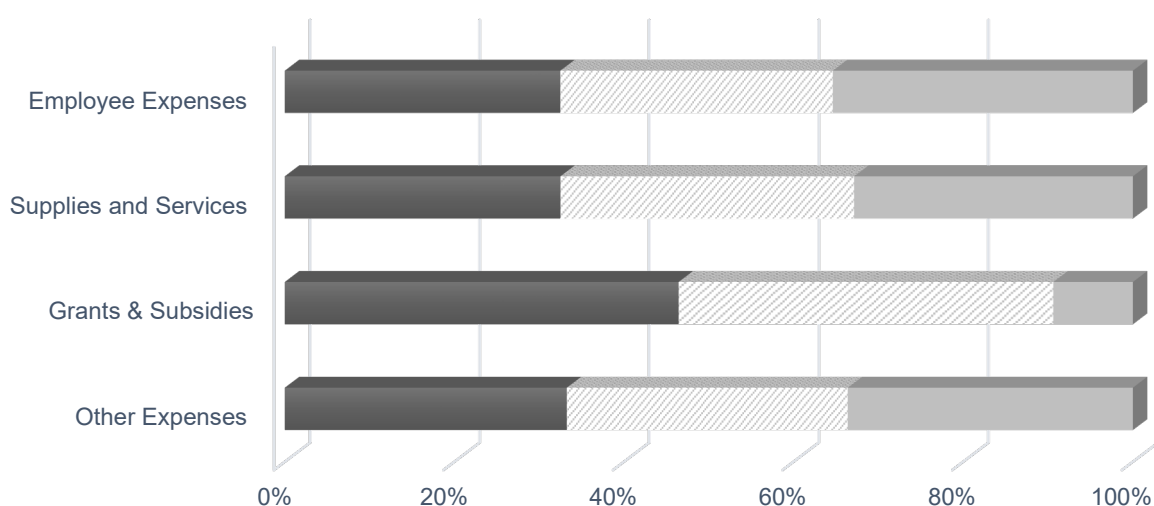
Employee expenditure decreased marginally from the previous financial year.

Supplies and Services expenditure increased by \$0.31 million primarily due to an increase in sector-wide training and development programs following a reduction in 2019–20 due to the COVID-19 impact. This increase was offset by lower asset replacement costs for information communications and technology (ICT) devices.

Other expenses remained consistent with the previous year.

Figure 2 provides a comparison of the Commission's expenditure for the previous year, current year and the budget for the 2021–22 financial year as provided in the Commission's current Service Delivery Statement.

**Figure 2: 2020–21 Commission Expenditure Summary**



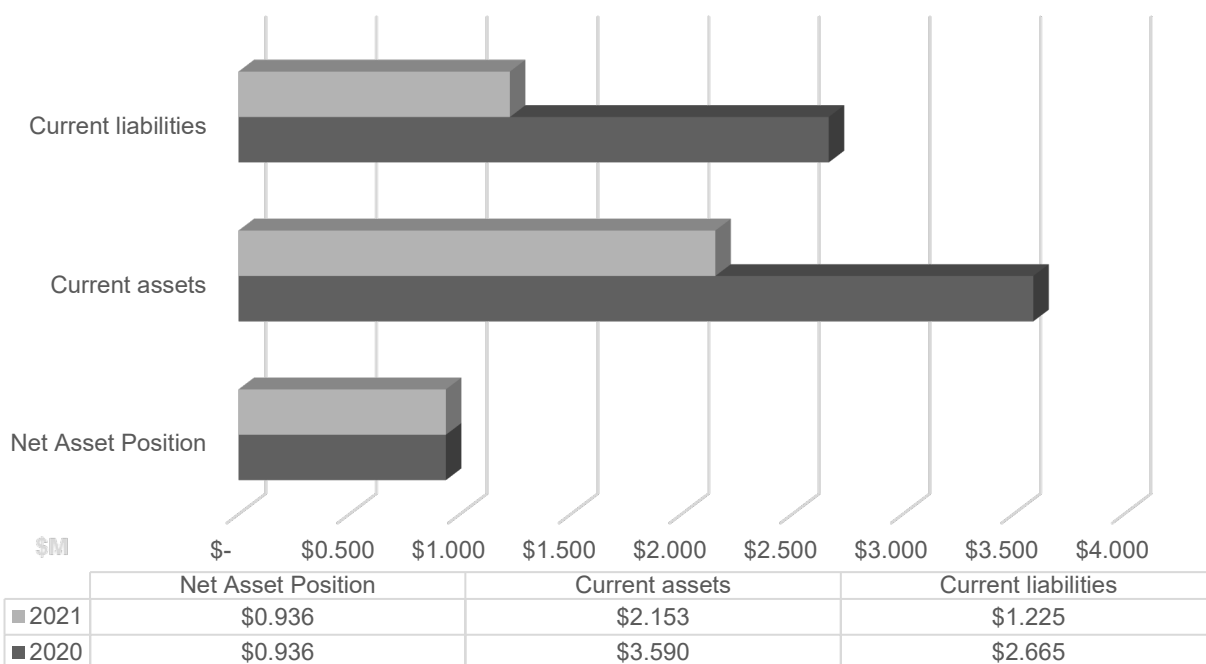
\$M	Other Expenses	Grants & Subsidies	Supplies and Services	Employee Expenses
■ 2019-20	0.04	0.13	4.74	9.48
▨ 2020-21	0.04	0.13	5.05	9.37
■ 2021-22 BUD	0.04	0.03	4.79	10.31

## Financial position

The Commission's net asset position remained consistent for the current financial year. The Commission's assets are primarily represented by cash, receivables and prepaid assets and are offset by amounts owed for payables and employee benefits. The current ratio has increased slightly and demonstrates a sound liquidity position. Refer to Figure 3 for Financial Indicators.



## Commission Financial Position



As the Commission was not required to include a budgeted Statement of Financial Position in the 2020–21 Service Delivery Statement, no explanations for major variances between the Commission’s financial position and its 2020–21 budget can be disclosed in the accompanying Financial Statements.

## Chief Finance Officer Statement

Section 77 (2)(b) of the *Financial Accountability Act 2009* requires the chief finance officer of the Commission to provide the accountable officer with a statement as to whether the agency’s financial internal controls are operating efficiently, effectively, and economically. Assurance has been provided that:

- the financial records of the Commission have been properly maintained in accordance with prescribed requirements;
- the internal compliance and control systems of the Commission relating to financial management have been operating efficiently, effectively, and economically; and
- since balance date, there have been no material changes that may affect the risk management and internal compliance and control systems of the Commission.

For the financial year ended 30 June 2021, a statement assessing the Commission’s financial internal controls has been provided by the chief finance officer to the Commission Chief Executive and the Commission’s audit and risk management committee.

The statement was prepared in accordance with Section 57 of the Financial and Performance Management Standard 2019.

# Performance

## Government's objectives for the community

The Commission contributed to the [Queensland Government's objectives for the community](#), by:

- supporting the sector's COVID-19 response and recovery efforts by providing leadership and sector-wide projects, including employee mobilisation and capability building
- working with agencies to effectively manage public sector workforce growth
- preparing agencies for the future of work through strategic workforce planning and capability building initiatives
- promoting sector-wide mental health and wellbeing strategies
- fostering a diverse and inclusive Queensland public sector workforce
- continuing to support Aboriginal and Torres Strait Islander employees into management and leadership positions through targeted mentoring and capability building initiatives
- building the sector's capability in the prevention and response to domestic and family violence (DFV).

## Strategic objectives

This section reports on the Commission's performance in relation to our [strategic plan 2020–2024](#).

### Strategic objective 1: Support public sector agencies to effectively manage their workforces

#### a. Drive improvements to the employment framework by providing expert advice to promote performance, fairness and accountability:

- Progressed stage one of the Queensland Government's response to recommendations from the Bridgman review. This included:
  - issuing five new and seven revised directives, including:
    - a new directive and supporting resources to assist practitioners to

apply positive performance management principles

- new directives on workplace investigations, discipline and suspension in consultation with agencies and stakeholders

— progressing amendments to the Public Service Regulation 2018 to formally apply new and amended legislative provisions and directives to declared public service offices

— developing and publishing guidance materials to assist agencies to convert employees in long term temporary, casual or acting arrangements to permanent employment in their ongoing roles

— reviewing arrangements, conditions and entitlements for senior officers.

- Coordinated the making of five public service departmental arrangements notices for machinery-of-government changes.
- Completed the *Review of public servants' conduct* following the release of the Coronial inquest into the death of Mason Jet Lee.

#### b. Provide trusted advice to help leaders plan and manage workforce change:

- Worked in partnership with key sector leaders to take a system approach to managing public sector workforce under the *Savings and debt plan*.
- Provided advice to the Chief Executive Leadership Board on key workforce matters, on behalf of the sector.
- Held monthly chief human resources officers' (CHRO) meetings to provide updates on emerging sector-wide issues and priorities.
- Partnered with agencies impacted by workforce change to support their employees within the employment security framework.
- Supported the Chief Executive Service through:
  - the recruitment and selection process through to appointment of four chief executives of Queensland Government departments



- the transfer of eight existing chief executives
- the reappointment and/or, extension of contracts of four directors'-general
- the resignation and/or retirement of four directors'-general.

**c. Deliver practical support to practitioners to effectively manage workforce conduct and performance:**

- Hosted four Community of practice for ethical behaviour meetings to promote and share best practice approaches to ethics, enabling members to work together to solve issues, develop capability and model behaviour.
- Provided targeted advice to the sector on complex performance and conduct matters.
- Conducted reviews into high profile and sensitive work performance matters to assist agencies in appropriate resolutions.
- Delivered targeted workshops to agencies on assessing and planning for effective resolution of workplace conduct and performance matters.
- Developed and published resources to assist agencies in identifying and effectively managing conflicts of interest in recruitment processes.
- Updated the People matters – performance conversations program to align with the new principles in the Directive 15/20: Positive performance management directive.

**d. Promote evidence-based decision-making through accurate and timely workforce data collection, information and reporting:**

- Conducted the annual Working for Queensland survey across 68 agencies with more than 82,000 respondents.
- Delivered an optional survey tool, enabling agencies to gather employee opinions about working experiences during COVID-19.
- Completed annual reporting of information about work performance matters handled by each agency in accordance with section 88N of the PS Act.
- Collected agency data quarterly relating to the conversion of casual and temporary employees to permanent employment to monitor policy implementation and inform decision-making.

- Continued to support CHROs, HR directors and managers, and improve decision-making, by:
  - enhancing the public sector monthly full-time equivalent (FTE) dashboard to include a predictive function for end-of-year FTE position
  - reviewing and updating the Minimum Obligatory Human Resource Information (MOHRI) business specification to ensure the capture of contemporary HR data metrics
  - developing an industrial instruments dashboard collating and reporting sector-wide data on employing authorities, awards and enterprise agreements.

**Strategic objective 2: Build a highly capable and responsive public sector workforce**

**a. Build agencies' HR capability to enable responsiveness to strategic workforce challenges:**

- Continued to update the For government website with support and resources for employees and managers during COVID-19.
- Delivered a range of Working for Queensland insights sessions to practitioners across the sector to drive continuous improvement in workforce management and organisational development.
- Presented at the Office of Industrial Relations (OIR) emerging IR practitioner program to promote the Commission and our connection with OIR, and how we help deliver better economic and social outcomes for all Queenslanders.
- Formed a HR capability working group to lead the development and implementation of a suite of initiatives to strengthen HR capability across the sector.
- Delivered targeted facilitator-led development programs in key HR skills, including:
  - 40 funded places for HR practitioners in a series of People matters – performance conversations workshops to build a deeper understanding of the positive performance framework and its application



- two data analytics pilot programs to build the capability of HR professionals to form data driven insights and make decisions
- CHRO learning groups to strengthen individual and collective capability and enable improved workforce outcomes for the sector through a combination of applied theory and peer learning approaches.

**b. Deliver targeted initiatives to build leadership and management capability:**

- Brokered capability development offerings for targeted leadership cohorts, including the sector leadership series 2021.
- Established an agency coordinator network to support agency participation in sector-wide leadership offerings.
- Reshaped the People matters and Performance conversation programs to virtual delivery in response to COVID-19, enabling regional participants to attend without additional travel costs.
- Coordinated sector-wide scholarships for capability development offerings:
  - Australia and New Zealand School of Government (ANZSOG):
    - Executive fellows' program
    - Executive master of public administration program
    - Towards strategic leadership program
  - Public sector management program
  - People matters program
  - People matters – performance conversations program
  - Queensland University of Technology (QUT) digital governance program.
- Helped agencies embed the Leadership competencies for Queensland framework in their HR management systems:
  - refreshed the community of practice group to support the competencies implementation
  - presented information to agencies about the competencies and the Competency compass online tool.

- Partnered with the chief customer and digital officer to publish content on the Leadership and learning hub relating to digital and ICT capabilities and human-centered design.
- Sponsored two digital project board governance masterclasses, specifically for executives that were identified as leaders who play an active role in current digital transformation projects.
- Administratively supported the Institute of Public Administration Australia (IPAA) Queensland Inc. to deliver a program of thought leadership forums This included:
  - six webinars, with our university and professional services firm partners, addressing important topics in public purpose work
  - two breakout sessions at the 2021 BiiG network innovation conference, exploring public value creation
  - the annual Chief executive and young professionals' breakfast: creating change: purpose, ethics and impact, with an audience of 430.

**c. Develop and support the senior executive service (SES) to drive sector-wide leadership, collaboration and performance:**

- Managed the case management portal within the executive leadership information system.
- Provided advice on the senior executive and chief executive service employee lifecycle, including coordination of the chief executive performance assessment and agreement process.
- Supported senior executives to participate in secondment opportunities across the sector to build their leadership capabilities and skills.
- Established the fortnightly SES communique, which promotes internal opportunities for senior executives, and supports the *Savings and debt plan*.
- Partnered with ANZSOG to deliver the Queensland public sector leadership series 2021 targeting deputy directors'-general, executives, and regional leaders through delivering masterclasses, keynote speeches, panel discussions, and learning groups.



- Facilitated bespoke learning groups for the Townsville and Wide Bay Regional Manager Coordination Networks, enabling network members to extend capability in collaborative problem-solving across the regions.
- Introduced the heads of corporate learning groups to promote collective problem solving and peer learning.

**d. Support agencies to identify and develop a diverse pipeline of leaders:**

- Advanced the Aboriginal and Torres Strait Islander career pathways service, which partners with 11 agencies across the sector, to support the career progression of Aboriginal and Torres Strait Islander employees into leadership and decision-making roles.
- Continued to promote LEAD4QLD (the Leadership assessment and development program) and the Competency compass online tool to strengthen sector-wide leadership capability.
- Continued to deliver the People matters program and the People matters – performance conversations program to aspiring and current team leaders.

**Strategic objective 3: Support the public sector to prepare for and respond to strategic workforce challenges**

**a. Lead sector-wide responses to emerging workforce challenges and system disruptions:**

- Led a sector-wide approach to managing public sector workforce growth and ensured the effective management and oversight of FTE in accordance with the *Savings and debt plan*.
- Coordinated the central Talent Now platform to move critical resources to areas of emerging priority, including to support the health and economic response to COVID-19.
- Led the public sector transition to returning to physical workplaces in accordance with Queensland's chief health officer health directions and the Queensland Government's *Roadmap to easing Queensland's restrictions* in response to COVID-19.

- Developed a framework to assess risks and safely support employees vulnerable to COVID-19 returning to physical workplaces.
- Provided oversight and coordination of the 2020 machinery-of-government changes to ensure the efficient, effective and equitable implementation of changes to administrative arrangements.
- Coordinated the Queensland Government's graduate portal, providing a single access point for applicants seeking graduate employment.
- Continued the coordination of the sector's EMS as part of *Queensland's COVID-19 economic recovery plan*:
  - 396 employees were mobilised, of which approximately one-third went to Queensland Health, and a quarter to the Queensland Police Service
  - a further 1131 employees completed a level of contact tracing training, with 305 of those having completed phase 2, preparing them for on-the-job mentoring
  - 69 employees have been appointed as contact tracing officers under this initiative
  - established QTrace, a centralised contact tracing hub, in partnership with Queensland Health and agencies across the sector to mobilise staff within 24 hours to undertake urgent contact tracing work in response to outbreaks or potential outbreaks in the community.

**b. Provide agencies with expert advice to develop contemporary workforce strategy:**

- Partnered with agencies impacted by workforce change to support their employees within the employment security framework.
- Provided advice to agencies on developing annual strategic workforce plans, required under the performance management framework's specific purpose planning requirements.
- Developed resources to support contemporary approaches to flexible work arrangements and published new content to ensure the sector harnesses lessons learned from the COVID-19 related experience of flexible work.



**c. Increase agencies' confidence and readiness to manage the workforce impacts of technology:**

- Collaborated with the SWC to develop the next 3 year *human capital strategic roadmap* as part of the sector's 10 year *human capital outlook*.
- Continued to engage and assist agencies to incorporate data and insights on the future impacts of technology into workforce strategy.

**d. Partner with agencies to promote workforce diversity, employee wellbeing and safe work:**

- Collaborated with QUTex to develop the Everyday conversations for healthy minds program to give managers and leaders confidence to create mentally healthy workplaces through everyday conversations.
- Coordinated sector-wide reporting to promote an ongoing focus on employee health, safety and wellbeing issues and support system approaches to improving health, safety and wellbeing outcomes.
- Continued to support and promote creating mentally healthy workplaces, the sector-wide approach to employee mental health and wellbeing, by:
  - developing new web content providing HR practitioners with information about programs available to support employees across the continuum of mental health
  - publishing six new cases studies promoting initiatives across the sector that are creating mentally healthy workplaces through prevention, promotion and early intervention
  - working through cross-agency practitioner committees and groups to support collaboration and learning.
- Supported cross-agency, place-based approaches to creating mentally healthy workplaces in regional areas, including Darling Downs and Wide Bay/Burnett.
- Released the sector's *Inclusion and diversity strategy 2021–2025* which sets out strategies to ensure a public sector for all, where everyone feels safe, respected and included.

- Released the *Disabling the barriers to employment in the Queensland public sector implementation plan 2021*, which focuses on:
  - improving the employee experience of people with disability using data and insights to inform solutions
  - driving collaboration and information sharing across the sector.
- Contributed to the Queensland Government's response to the *Royal Commission into violence, abuse, neglect and exploitation of people with disability – employment issues paper*.
- Commenced a research project to explore the conditions that contribute towards or influence job satisfaction, career development and progression and career outcomes for employees with disability in the sector.
- Continued to lead a multi-agency group, promoting sector-wide cultural change to strengthen DFV workplace responses. This included:
  - published a sector-wide DFV capability approach and revised DFV risk assessment and safety planning resources as part of the Queensland Government's DFV workplace support package
  - released Directive 03/20: Support for employees affected by DFV clarifying leave provisions and strengthening policy and capability requirements
  - provided sector-wide support to engage in White Ribbon Australia workplace accreditation with the new provider, Communicare.
- Provided support and funding to the LGBTIQ+ Steering Committee to deliver a range of projects across the sector to build improved inclusion and diversity outcomes.
- Progressed the establishment of the Office of the Special Commissioner Equity and Diversity.

## Service delivery statements

Public Service Commission	Notes	2020–21 target/estimate	2020–21 actual
<b>Service area: Provision of services for a high-performing public sector</b>			
<b>Effectiveness measure</b> Overall participant satisfaction with Commission leadership development offerings	1	90%	88%
<b>Effectiveness measure</b> Client satisfaction with specialist workforce services advice	2	85%	79%
<b>Overall stakeholder satisfaction with the Commission's role in providing services for a high performing public service</b>	3	85%	70%
<b>Efficiency measure</b> Cost per participant at Commission leadership development offerings	4	\$300	\$241
<b>Efficiency measure</b> Cost per employee of conducting annual WfQ survey	5	\$1.15	\$1.11

### Notes:

- Overall satisfaction is measured across leadership development calendar offerings (using a 5–point Likert scale ranging from strongly agree to strongly disagree) covering three dimensions: The offering has given me a good understanding of the topic; I will use or adapt the ideas from the offering in my work; and I would recommend the offering to my colleagues.
- The service standard measures client satisfaction with the Conduct and Performance Excellence and HR Assist advisory service (using a 5-point Likert scale), where clients indicated they were either satisfied or highly satisfied with the experience of receiving workforce policy advice from PSC. Clients include people who regularly interact with PSC services, who are invited to respond to the annual stakeholder satisfaction survey.
- This is a new service standard for 2020–21. The service standards measure overall satisfaction with the services provided by PSC (using a 5-point Likert scale), where clients indicated they were either satisfied or highly satisfied with the services provided to them by PSC. Stakeholders include people who regularly interact with PSC services, who are invited to respond to the annual stakeholder satisfaction survey.
- Value for money is measured on the total number of attendees against the total cost of holding the leadership development calendar offerings. Total cost includes program design, development, administration and delivery, facilitator related costs, such as travel and/or accommodation, venue hire, catering, facilities.
- The cost per employee of conducting the annual Working for Queensland survey is based on Commission-funded centralised survey costs divided by the number of employees in participating agencies.



## Future direction

---

The Commission's priorities for 2021–22 will be to:

- strengthen the system of public sector mobility, by:
  - exploring how the sector can make best use of its employees to support agreed priorities and support the creation of a workforce that is agile, capable and outcomes-focused
  - identifying what levers are needed to ensure the public sector can respond quickly and effectively when a community or cross-agency priority needs to be met (disaster or not)
  - identifying and leveraging the system factors that support SES mobility in order to provide further opportunities for development for senior leaders and to meet emergent needs of the sector
- support an inclusive and diverse public sector, by:
  - continuing to undertake an exploratory research project with sector-wide employees with disability to explore the conditions that contribute to or influence job satisfaction and career development and progression
  - reviewing the current public sector employment arrangements and conditions to address gender-based disparities through the Special Commissioner Equity and Diversity
- support and implement public sector reform, by:
  - reviewing current recruitment and selection processes within the Queensland public service by 31 December 2021 and providing recommendations for improvement
  - reviewing the current public sector governance arrangement, the *Code of Conduct for the Queensland public service* (the Code of Conduct), employment arrangements of employees captured in scope of the proposed new Act, and the existing Equal Employment Opportunity (EEO) mechanisms to determine whether

they are currently fit-for-purpose and making recommendations on identified ways to drive better EEO outcomes

- addressing some of the systemic issues associated with senior officer employment arrangements and conditions, so these roles represent an attractive career path and are desirable to emerging public sector leaders.

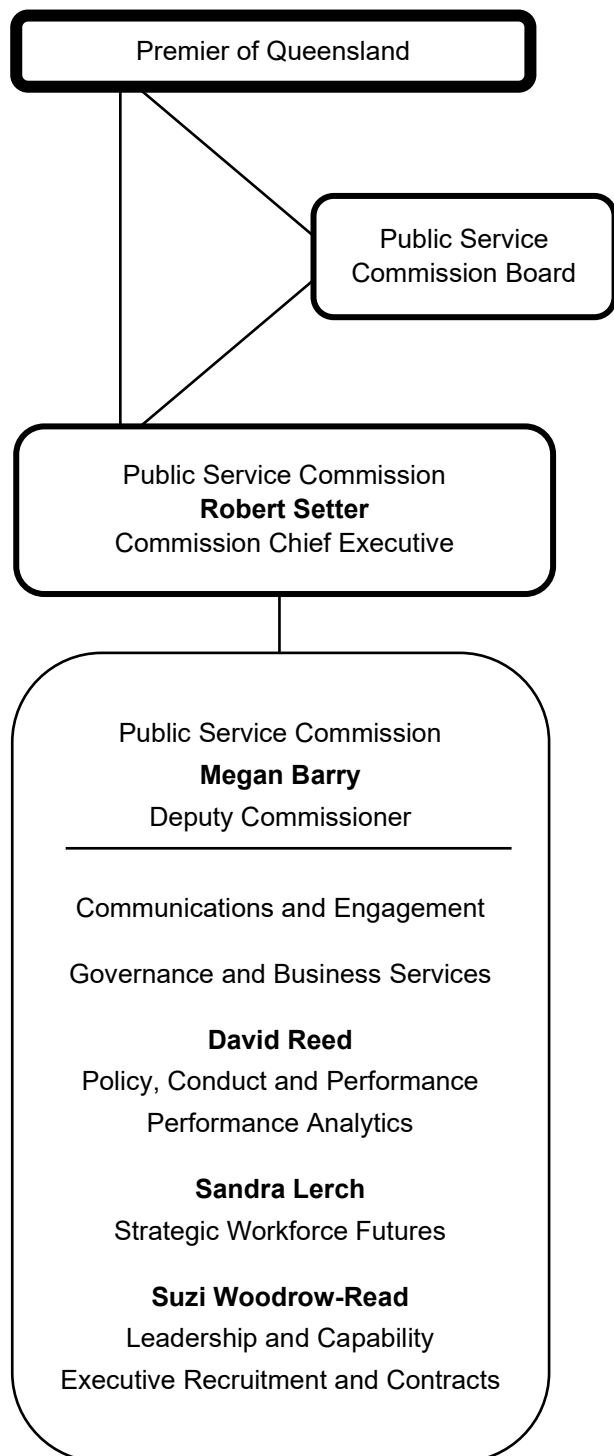
The Commission will also:

- review sector-wide approaches to the management of workplace health and safety issues
- investigate the re-establishment of a Sexual Harassment Referral Office.



# Governance

## Organisational structure



## Executive management

The Commission has a Commission Chief Executive, assisted by a Deputy Commissioner and the following governance and leadership groups.

### Public Service Commission Board

Under the PS Act, the Commission is:

- governed by a Board, which provides independent advice on the delivery of the Commission's responsibilities
- responsible to the Premier of Queensland.

In 2020–21, the Board met on four occasions, and considered urgent matters out-of-session.

Key activities included:

- managed the implementation of the *Savings and debt plan*
- managed the machinery-of-government changes as determined by government
- monitored the performance of all departments and agencies in workforce, finance, contingent workforce, and capital budget management
- considered the impact on the Commission of government-endorsed recommendations from the *Review into Queensland public sector workforce report* (the Coaldrake review) and the Bridgman Review
- endorsed the Commission's activities and noting of developments in initiatives, including:
  - talent mobility
  - the Aboriginal and Torres Strait Islander career pathways service
  - leadership development
  - the sector's revised *Inclusion and diversity strategy 2021–2025*
- considered and endorsed the strategic responses to manage the workforce impacts of the COVID-19 health pandemic.

## Members

- Dave Stewart, Director-General, DPC (A/Chair)  
July 2020–March 2021
- Rachel Hunter, Director-General, DPC (A/Chair)  
April–June 2021
- Mark Cridland, A/Director-General, DPC  
April–May 2021
- Rachel Hunter, Under Treasurer, QT  
July 2020–March 2021
- Leon Allen, A/Under Treasurer, QT  
April–June 2021
- Robert Setter, Commission Chief Executive, PSC  
July 2020–June 2021

## Executive Leadership Team

Chaired by the Commission Chief Executive, the Executive Leadership Team (ELT) oversees the strategic direction and management of the Commission.

ELT meets daily to:

- provide sound corporate governance in the delivery of business operations
- provide leadership and direction on the delivery of significant projects and initiatives, and ensures strategic alignment to the Commission's vision and purpose
- share information and manage relationships across the executive leadership of the organisation.

## Members

- Robert Setter, Commission Chief Executive (Chair)
- Megan Barry, Deputy Commissioner
- Executive Director, Policy Conduct and Performance, Performance Analytics
- Executive Director, Strategic Workforce Futures
- Executive Director, Leadership and Capability, Executive Recruitment and Contracts

## Senior Management Group

Chaired by the manager of Governance and Business Services, the Senior Management Group (SMG) meets fortnightly to:

- monitor progress towards delivering on strategic objectives and significant projects
- ensure compliance with all relevant corporate governance policies, plans and legislation
- manage corporate operations, including human, financial and information resources
- share information and manage relationships across the leadership of the organisation.

## Members

- Robert Setter, Commission Chief Executive (Chair)
- Megan Barry, Deputy Commissioner
- Executive Director, Policy Conduct and Performance, Performance Analytics
- Executive Director, Strategic Workforce Futures
- Executive Director, Leadership and Capability, Executive Recruitment and Contracts
- Business area team leaders

## Ethics and values

The Commission actively supports and promotes an ethical workplace culture. The Code of Conduct is based on the principles outlined in the *Public Sector Ethics Act 1994* (PSE Act). It applies to all employees – it guides our behaviour and how we undertake our business as a public sector agency. Employees can access the Code of Conduct and supporting resources through our intranet.

New employees are required to complete the New starter induction program to understand expected obligations and workplace behaviours. Team leaders also incorporate these expectations into the ongoing cycle of employees' performance and development.

As custodian of the PSE Act, the Commission also:

- has an ongoing role to enhance and promote an ethical culture and ethical decision-making across the sector. One way in which we meet this responsibility is through the Community of practice of ethical behaviour

- is charged with considering requests from agencies to apply additional standards of conduct and behaviour to people working for them. During 2020–21, the Commission did not approve any new standards, and continued to endorse and apply the Code of Conduct and ensure information about its application was readily available.

## Human rights

The Commission continues to respect, protect and promote the inherent dignity and worth of all Queenslanders, and build a culture of human rights within our agency and across the sector.

As a public sector agency, we actively promote and implement the *Human Rights Act 2019*.

Across the sector, we:

- promoted awareness raising activities, including human rights articles in Hello from Public Co (the Commission's bi-monthly eNewsletter sent to 13,000+ Queensland public servants) with links to further information
- published scenarios for sector-wide HR and industrial relations professionals to guide human rights considerations in decision-making
- reported to government on human rights compatibility and culture initiatives
- incorporated references to human rights considerations in new and amended directives, and in our decision-making tools and forms used by sector-wide HR professionals and managers
- collaborated with the Department of Justice and Attorney-General's Human Rights Unit to develop questions for inclusion in the Working for Queensland survey to promote and assess implementation of human rights.

Within the Commission, we:

- included a statement on human rights in our strategic plan 2020–2024
- conducted awareness raising activities for staff, including promotion of Universal Human Rights Month

- maintained and promoted our human rights intranet page for employees
- incorporated human rights considerations into our decision-making tools and forms.

The Commission did not receive any human rights complaints in relation to our actions or activities during 2020–21.

## Risk management

The Commission is covered by DPC's *Risk management framework*, which is consistent with the principles set out in *AS/NZS ISO 31000:2018 Risk management – principles and guidelines*.

The Commission Chief Executive has also established appropriate systems of internal control and risk management in accordance with the *Financial Accountability Act 2009*.

### Audit and risk management committee

The DPC and PSC Audit and Risk Management Committee (ARMC) supports the Commission Chief Executive to meet responsibilities under the:

- *Financial Accountability Act 2009*
- Financial Accountability Regulation 2009
- Financial and Performance Management Standard 2019.

During 2020–21, ARMC met four times and members included:

- Bronwyn Morris AM, Chair
- Susan Rix AM, Independent Member
- Phil Hennessy AO, Independent Member
- Megan Barry, Deputy Commissioner, PSC, Member
- Filly Morgan, Deputy Director-General, Corporate and Government Services, DPC, Member

Total remuneration for members was \$1386.00 (including GST).

The following roles were provided with a standing invitation to attend all meetings as observers:

- Dave Stewart, Director-General, DPC
- Robert Setter, Commission Chief Executive, PSC
- General Manager, Corporate and Government Services, DPC
- Chief Financial Officer, DPC

- Chief Information Officer, DPC
- Director, Internal Audit and Risk Services, DPC
- Director, Corporate Governance, DPC
- Manager, Governance and Business Services, PSC
- Queensland Audit Office representative
- Internal audit service provider representative
- Manager, Governance and Business Services, PSC

Key achievements included:

- approved and monitored four internal audits across the Commission
- monitored progress of the implementation status of internal audit recommendations
- reviewed and considered external audit reports and monitored the progress of agreed actions against recommendations
- endorsed the financial statements for 2020–21 and considered the ongoing financial position of the Commission
- monitored the Commission's ongoing corporate governance and risk management activities.

## Internal audit

During 2020–21, the internal audit service was provided under a Service Level Agreement managed by DPC's Director of Internal Audit and Risk Services, with delivery of the program by Ernst & Young Australia.

Internal audit provides independent assurance and advice to the Commission Chief Executive, senior management and the ARMC. It aims to improve the Commission's corporate governance through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls and risk management practices.

Key achievements included:

- developed an internal audit plan based on identified strategic and operational risks, and presented to ARMC for approval
- monitored and reported on the implementation of internal audit recommendations to the ARMC

- supported management by providing advice on corporate governance and related issues, including fraud and corruption prevention programs and risk management
- coordinated the delivery of risk management training to DPC Risk Champions.

## External scrutiny

The Commission is subject to external review. The following reports applicable to the Commission were tabled by the Queensland Auditor-General in Parliament during 2020–21.

### 1. QAO Report 2: 2020–21 – Effectiveness of audit committees in state government entities

This report provided insights on the profile and practices of audit committees of departments and statutory bodies and identified actions that could help lift their performance and effectiveness.

In 2020–21, ARMC completed a self-assessment to consider the findings of the report. The assessment found the characteristics of ARMC were aligned to the findings of the report, enabling ARMC to provide effective oversight of the portfolio's audit and risk management functions.

### 2. QAO Report 3: 2020–21 – Queensland Government response to COVID-19

This report examined the Queensland Government's response to the COVID-19 pandemic to understand the various government response measures and their costs. The report highlighted the challenges and risks of not having a whole-of-government approach to program management and reporting arrangements.

It is recognised that government agencies have had to work under extraordinary circumstances during the pandemic, rapidly designing response measures to unprecedented events. However, it is critical that the effectiveness of the government's response is monitored and assessed to determine whether program outcomes have been achieved. This requires fit-for-purpose governance and reporting arrangements at a whole-of-government level.

The Commission has considered the questions posed by the Queensland Audit Office in this report and is investigating options to implement a reporting mechanism to monitor workplace presence across the sector.

### 3. QAO Report 13: 2020–21 – State entities 2020

This report summarised the financial audit results of all owned or controlled Queensland state government entities for 2019–20.

The Queensland Auditor-General issued the Commission an unmodified audit opinion, resulting from provision of high-quality financial statements that were certified by the legislative deadline of 31 August 2020.

## Information systems

Under a Shared Service Arrangement with Queensland Shared Services, the Commission used the following information systems:

- SAP (finance)
- Aurion (HR)
- HP Record Manager (records management)
- Promaster (corporate card).

During 2020–21, the Commission provided ongoing information management, security and privacy training to employees, reiterating the importance of security and management of non-electronic information in shared workspaces and when working remotely. We also reviewed our General Retention and Disposal Schedule to ensure it is fit-for-purpose and aligns with the current business and program delivery profile.

In response to COVID-19, the Commission continued to use Microsoft Office 365 to support remote working and information sharing, allowing employees to be responsive to business needs and environmental changes.

The Commission ensured its information systems and workforce behaviours adhere to Information Standards (Information Security).

## Recordkeeping

Electronic and physical documents are managed by individual business areas using HP Record Manager.

The Commission has policies and processes in place for recordkeeping, email management, retention and disposal of records, managing information on shared network drives and information security to help employees understand their role and responsibilities.

Our Governance and Business Services Team also provided ongoing recordkeeping support to employees.

The Commission adhered to recordkeeping practices under the:

- *Public Records Act 2002*
- Information Standard (Recordkeeping)
- Information Standard (Retention and Disposal of Public Records).

## Information security attestation

During the mandatory annual Information Security reporting process, the Commission Chief Executive attested to the appropriateness of the information security risk management within the Commission to the Director-General of DPC – noting that appropriate assurance activities have been undertaken to inform this opinion and the Commission's information security risk position.

## Right to information and information privacy

The Commission received five Right to Information applications and three Information Privacy application in 2020–21, collecting a total of \$258.50 in application fees and \$0.00 in processing charges.

The Commission continued to comply with the *Right to Information Act 2009* and the *Information Privacy Act 2009*.

# People

**We progressed our *Strategic workplace plan 2021–2024*, which sets our goal of building a high-performing, future-focused public sector for Queensland.**

## Workforce profile

Our workforce profile for 2020–21 is based on – June 2021 MOHRI data:

- employed a total of 59.3 FTE employees (includes the Office of the Integrity Commissioner)<sup>1</sup>
- permanent separation rate was 8 per cent
- no redundancy or retrenchment packages were paid during this period.

## Employee support through COVID-19

The COVID-19 pandemic continued to impact on our workforce, which saw the Commission:

- use its COVID-Safe workplace plan and adjust workplace operations and practices based on latest health advice
- facilitate a safe transition back to the workplace for employees working remotely
- support employees to be alert to COVID symptoms, and to know their responsibilities by continuing to provide updated online resources to support employees and managers
- perform different work, for example Community Recovery Ready Reserves to help respond to emerging needs, including:
  - mobilising sector-wide employees through the Queensland Government's EMS to undertake critical work in other agencies.
- distribute weekly – and as needed – Commission Chief Executive and Deputy Commissioner messages to staff regarding COVID-19 and other important initiatives

- hold regular virtual 'stand ups' with employees designed to keep people connected during lockdown. These stand ups:
  - incorporated project updates, enabling staff to stay informed of the Commission's broader work program and to find connections between projects
  - provided opportunities for capability development through the sharing of practice and knowledge.

## Health, safety and wellbeing

Dedicated to creating a healthy and safe workplace where employees can thrive, the Commission:

- encouraged flexible work practices to achieve a healthy work-life blend and to adhere to latest health advice in response to COVID-19
- provided free flu vaccinations, health checks and ergonomic assessments, and financial and super information sessions
- promoted staff access to the Employee Assistance Program, which offers employees free, professional and confidential counselling services
- raised awareness of DFV in the workplace and key prevention initiatives, including Darkness to Daylight Challenge, White Ribbon Day and Domestic and Family Violence Prevention Month
- continued to support a critical DFV shelter run which provides crisis accommodation and support for women and children who are escaping violence in their home
- established a weekly lunch time walking group to promote physical activity and better quality of life.



<sup>1</sup> MOHRI FTE data for fortnight ending 18 June 2021

## Inclusion and diversity

With a strong commitment to creating an inclusive and diverse workforce, the Commission:

- raised awareness of key initiatives, including Wear it Purple Day, NAIDOC Week, Disability Action Week, International Women's Day
- promoted the Queensland Government's Cultural Capability Portal, which provides employees with access to a range of resources that can help build cultural capability skills and knowledge
- actioned and supported commitments in the Queensland multicultural action plan and Cultural capability action plan towards an inclusive, diverse and culturally capable workforce.
- participation in the People matters program and the People matters – performance conversations program
- participation in Mastering the Art of Advising Government writing course
- attendance at the Cultural Capability and Awareness training
- completion of the online Recognise, Respond, Refer program to increase employee understanding of DFV and how to support affected colleagues
- attendance in IPAA Queensland offerings including six webinars, breakout sessions at the BiiG Network Innovation Conference, and the Chief Executive and Young Professionals Breakfast.

## Capability development

Our capability development framework encompasses the Leadership Competencies for Queensland, which describes what highly effective, everyday leadership looks like in the sector. We provided employees with access to opportunities, which align to the competencies to improve their individual capability. Opportunities included:

- participation in the LEAD4QLD assessment process to inform future development, on-the-job learning, focused training, short courses and seminars
- secondment and interchange arrangements for employees to gain broader experience in the sector
- attendance at ANZSOG programs, including:
  - Queensland public sector leadership development series:
    - masterclasses
    - keynote presentations and panel discussions
    - deputy director-general and regional learning groups
  - 2021 First Peoples Public Administration Virtual Conference
  - CHRO learning group
  - Heads of corporate learning group

## Workforce engagement

Our employees are the backbone of our agency, and each year we ask for their feedback through the Working for Queensland survey to help us drive positive workplace improvements.

In 2020, 97% per cent of our employees responded to the survey, reporting an increase in job empowerment and autonomy – the authority to do my job effectively.

Employees also highlighted a need for continued focus on health and workload, recruitment and selection, and professional development.

In 2020–21, the Commission focused its efforts on:

- empowering employees to grow their expertise and leadership capability through development opportunities
- furthering organisational fairness, particularly relating to recruitment and selection
- helping individuals and teams to effectively manage workloads
- developing flexible work agreements for each employee.

# Financial statements

Table of Contents	Page No.
Statement of Comprehensive Income	22
Statement of Financial Position	23
Statement of Changes in Equity	24
Statement of Cash Flows	25
Notes to the Financial Statements	
CF1: Reconciliation of Operating Result to Net Cash Provided by Operating Activities	26
<i>Section A: Notes about our Financial Performance</i>	
A1: Revenue	26
A2: Expenses	27
<i>Section B: Notes about our Financial Position</i>	
B1: Cash and Cash Equivalents	28
B2: Receivables	28
B3: Other Current Assets	29
B4: Payables	29
B5: Accrued Employee Benefit	29
<i>Section C: Notes about our Risks and other Accounting Uncertainties</i>	
C1: Contingencies	30
C2: Financial Risk Disclosures	30
C3: Events Occurring After the Reporting Date	30
<i>Section D: Other information</i>	
D1: Objectives and Principal Activities of the Commission	31
D2: Basis of Financial Statement Preparation	31
D3: Key Management Personnel	33
D4: Related Party Transactions	35
Management Certificate	36
Independent Auditor's Report	37





## Statement of Comprehensive Income

	Note	2021 Actual \$'000	2020 Actual \$'000	2021 Original Budget \$'000	Budget Variances \$'000	Variance Note
<b>OPERATING RESULT</b>						
<b>Income</b>						
Appropriation revenue	A1-1	12,635	12,590	13,112	(477)	
User charges and fees		164	293	207	(43)	1
Grants and other contributions	A1-2	899	875	713	186	2
Other revenue		895	634	289	606	3
<b>Total Income</b>		<b>14,593</b>	<b>14,392</b>	<b>14,321</b>	<b>272</b>	
<b>Expenses</b>						
Employee expenses	A2-1	9,372	9,478	9,269	103	
Supplies and services	A2-2	5,051	4,738	4,948	103	
Grants and subsidies		127	133	61	66	4
Depreciation and amortisation		3	2	2	1	
Other expenses	A2-3	40	41	41	(1)	
<b>Total Expenses</b>		<b>14,593</b>	<b>14,392</b>	<b>14,321</b>	<b>272</b>	
<b>Operating Result for the Year</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

The accompanying notes form part of these financial statements.

### Explanation of major budget variances

1. The variance is due to lower contract management fees for capability development programs and human resource reporting services.
2. The variance is due to services received free of charge including staff seconded from other departments (\$0.161M) and archiving costs (\$0.025M) that were unknown during the budget preparation.
3. The variance is primarily due to cost recoveries of Director-General recruitment processes (\$0.189M), reimbursement of legal fees (\$0.286M) and unbudgeted contributions received for the Griffith Policy Innovation Hub (\$0.100M) that were unknown during the budget preparation.
4. The variance is due to a contribution to the Griffith Policy Innovation Hub (\$0.050M) which is offset by the additional revenue in note 3.

## Statement of Financial Position

	Note	2021 \$'000	2020 \$'000
<b>Current Assets</b>			
Cash and cash equivalents	B1	958	2,407
Receivables	B2	309	387
Other current assets	B3	886	796
<b>Total Current Assets</b>		<b>2,153</b>	<b>3,590</b>
<b>Non-current Assets</b>			
Plant and equipment		8	11
<b>Total Non-current Assets</b>		<b>8</b>	<b>11</b>
<b>Total Assets</b>		<b>2,161</b>	<b>3,601</b>
<b>Current Liabilities</b>			
Payables	B4	906	2,179
Accrued employee benefits	B5	319	486
<b>Total Current Liabilities</b>		<b>1,225</b>	<b>2,665</b>
<b>Total Liabilities</b>		<b>1,225</b>	<b>2,665</b>
<b>Net Assets</b>		<b>936</b>	<b>936</b>
<b>Equity</b>			
Contributed equity		661	661
Accumulated surplus/deficit		275	275
<b>Total Equity</b>		<b>936</b>	<b>936</b>

*The accompanying notes form part of these financial statements.*

*\*The Commission was not required to include a budgeted Statement of Financial Position in the 2020–21 Service Delivery Statement. Consequently, no budgeted Statement of Financial Position was presented to Parliament for the 2020–21 financial year and no disclosure of budget to actual variances is required for this Statement.*

## Statement of Change in Equity

	Accumulated Surplus \$'000	Contributed Equity \$'000	Total \$'000
Balance as at 1 July 2019	275	661	936
Total Comprehensive Income for the Year	-	-	-
<b>Balance at 30 June 2020</b>	<b>275</b>	<b>661</b>	<b>936</b>
Balance at 1 July 2020	275	661	936
Total Comprehensive Income for the Year	-	-	-
<b>Balance at 30 June 2021</b>	<b>275</b>	<b>661</b>	<b>936</b>

*The accompanying notes form part of these financial statements.*



## Statement of Cash Flows

	Note	2021 \$'000	2020 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Service appropriation receipts		11,381	13,143
User charges and fees		225	243
Grants and other contributions		713	716
GST input tax credits from ATO		571	490
GST collected from customers		168	148
Other		852	385
<i>Outflows:</i>			
Employee expenses		(9,413)	(9,237)
Supplies and services		(5,005)	(5,154)
Grants and subsidies		(127)	(133)
GST paid to suppliers		(577)	(506)
GST remitted to ATO		(186)	(104)
Other		(52)	(29)
<b>Net cash provided by (used in) operating activities</b>	CF1	<b>(1,450)</b>	<b>(37)</b>
<b>Cash flows from investing activities</b>			
<i>Outflows:</i>			
Payments for plant and equipment		-	(7)
<b>Net cash provided by (used in) investing activities</b>		<b>-</b>	<b>(7)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>(1,450)</b>	<b>(44)</b>
<b>Cash and cash equivalents - opening balance</b>		<b>2,408</b>	<b>2,452</b>
<b>Cash and cash equivalents - closing balance</b>	B1	<b>958</b>	<b>2,408</b>

The accompanying notes form part of these financial statements.

\*The Commission was not required to include a budgeted Statement of Cash Flows in the 2020–21 Service Delivery Statement. Consequently, no budgeted Statement of Cash Flows was presented to Parliament for the 2020–21 financial year and no disclosure of budget to actual variances is required for this Statement.



## Notes to the Financial Statements

CF1 Reconciliation of Operating Result to Net Cash Provided by Operating Activities	2021 \$'000	2020 \$'000
<b>Operating result</b>	-	-
<b>Non-cash items included in operating results:</b>		
Depreciation and amortisation expense	3	2
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in receivables	77	(37)
(Increase)/decrease in other current asset	(90)	(602)
Increase/(decrease) in payables	(1,273)	499
Increase/(decrease) in accrued employee benefits	(167)	101
<b>Net cash provided by (used in) operating activities</b>	<b>(1,450)</b>	<b>(37)</b>

## Section A: Notes about our Financial Performance

### A1 Revenue

#### A1-1 Appropriation Revenue

##### Reconciliation of Payments from Consolidated Fund to Appropriation Revenue Recognised in Operating Result

Original Budgeted appropriation	11,485	14,253
Lapsed appropriation	(104)	(1,110)
<b>Total appropriation received (Cash)</b>	<b>11,381</b>	<b>13,143</b>
Less: Opening balance of appropriation revenue receivable	-	(515)
Plus: Effect of adoption of new accounting standards	-	515
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	1,627	1,074
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(373)	(1,627)
<b>Net Appropriation Revenue</b>	<b>12,635</b>	<b>12,590</b>
<b>Appropriation Revenue recognised in Statement of Comprehensive Income</b>	<b>12,635</b>	<b>12,590</b>

Appropriations provided under the *Appropriation (2020–2021) Act 2021* are recognised as revenue when received. Where the Commission 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.

#### A1-2 Grants and Other Contributions

Contributions from Queensland Government departments	713	716
Services received at below fair value	186	159
<b>Total</b>	<b>899</b>	<b>875</b>



## Notes to the Financial Statements

### A1 Revenue (cont'd)

#### A1-2 Grants and Other Contributions (cont'd)

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

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the Commission to transfer goods or services, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligation is satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

Contributions from Queensland Government departments are related party transactions.

### A2 Expenses

#### A2-1 Employee Expenses

	2021	2020
	\$'000	\$'000
<b>Employee Benefits</b>		
Wages and salaries	7,264	7,179
Employer superannuation contributions	897	899
Long service leave levy	177	167
Annual leave levy	694	760
Other employee benefits	298	403
<b>Employee Related Expenses</b>		
Workers' compensation premium	30	34
Fringe benefits tax	12	36
<b>Total</b>	<b>9,372</b>	<b>9,478</b>
Number of Full Time Equivalent (FTE) Employees <sup>(1)</sup>	59	60

<sup>(1)</sup> This date is based upon the fortnight ending 2 July 2021.

Wages and salaries are recognised based on the period where service has been received. Sick leave is non-vesting with expenses recognised when leave is taken.

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

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

**Defined benefit plans** - The liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The 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 Commission at the specified rate following completion of the employee's service each pay period. The Commission's obligations are limited to those contributions paid.

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, 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 Commission 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.

Key management personnel and remuneration disclosures are detailed in Note D3.

## Notes to the Financial Statements

### A2-2 Supplies and Services

	2021	2020
	\$'000	\$'000
Building services	1,269	1,231
Conference, workshop & training costs	1,011	544
Consultancies and contracts	561	666
Corporate services	309	291
External computer charges	1,447	1,397
Other	454	609
<b>Total</b>	<b>5,051</b>	<b>4,738</b>

For a transaction to be recognised as supplies and services, the value of the goods and services received by the Commission 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 transaction is classified as a grant or subsidy.

### A2-3 Other Expenses

QAO external audit fees	32	32
Other	8	9
<b>Total</b>	<b>40</b>	<b>41</b>

Total audit fees payable to the Queensland Audit Office (QAO) relating to the 2020–21 financial year are quoted to be \$0.032M (2019–20: \$0.032M). There are no non-audit services included in the amount.

Other expenses include insurance premiums paid to the Queensland Government Insurance Fund (QGIF). QGIF is an internal Queensland Treasury managed fund to oversee the State Government's self-insurance scheme. Queensland Treasury is a related party.

## Section B: Notes about our Financial Position

### B1 Cash and Cash Equivalents

Imprest accounts	1	1
Cash at bank	957	2,406
<b>Total cash and cash equivalents</b>	<b>958</b>	<b>2,407</b>

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 2021.

### B2 Receivables

#### Current

Trade debtors	149	325
Long service leave reimbursements	7	31
Annual leave reimbursements	128	38
	<b>284</b>	<b>394</b>
GST receivable/(payable)	24	(7)
<b>Net GST receivable</b>	<b>24</b>	<b>(7)</b>
Other receivables	1	-
<b>Total current receivables</b>	<b>309</b>	<b>387</b>



## Notes to the Financial Statements

### B2 Receivables (cont'd)

Receivables are recognised at amortised cost.

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

The Commission has assessed each debtor individually for impairment and no debtors were impaired for 2020–21 (2019–20: Nil).

Long service leave (LSL) and Annual leave (AL) reimbursements represent the amounts recoverable from the LSL and AL central schemes that are claimed quarterly in arrears (Refer Note B5).

<b>B3 Other Current Assets</b>	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Prepayments	640	613
Contract assets	246	183
<b>Total Other Current Assets</b>	<b>886</b>	<b>796</b>

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

### B4 Payables

#### Current

Trade creditors and accruals	533	552
Deferred appropriation refundable to Consolidated Fund	373	1,627
<b>Total Current Payables</b>	<b>906</b>	<b>2,179</b>

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

### B5 Accrued Employee Benefits

#### Current

Annual leave levy payable	193	220
Long service leave levy payable	45	45
Accrued salaries and wages	81	221
<b>Total Current Accrued Employee Benefits</b>	<b>319</b>	<b>486</b>

No provision for AL or LSL is recognised in the Commission'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 salaries and wages represent due but unpaid wages and salaries. They are recognised at current salary rates as it is expected these liabilities will be wholly settled within 12 months of year end.



## Notes to the Financial Statements

### Section C: Notes about our Risks and other Accounting Uncertainties

#### C1 Contingencies

There are no legal actions or insurance claims that have been undertaken by or against the Commission at reporting date.

#### C2 Financial Risk Disclosures

##### C2-1 Financial Instruments Categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Commission 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 Commission has the following categories of financial assets and financial liabilities:

	Note	2021 \$'000	2020 \$'000
<b>Financial Assets</b>			
Cash and cash equivalents	B1	958	2,407
Receivables	B2	309	387
<b>Total Financial Assets</b>		<b>1,267</b>	<b>2,794</b>
<b>Financial Liabilities</b>			
Payables	B4	906	2,179
<b>Total financial liabilities</b>		<b>906</b>	<b>2,179</b>

##### C2-2 Financial Risk Management

The activities undertaken by the Commission do not expose it to any material credit, liquidity or market risk.

#### C3 Events Occurring After the Reporting Date

There are no matters of significance to the financial statements which occurred after 30 June 2021.

## Notes to the Financial Statements

### Section D: Other information

#### D1 Objectives and Principal Activities of the Commission

The Commission's vision is for a high performing, future focused public sector which will deliver the best outcomes for Queenslanders. The Commission's role is to advise, connect, support and partner with Queensland Government agencies to enable them to deliver on the Government's objectives for the community.

As a central agency, the Commission provides independent advice to government and collaborates across the public sector to achieve its vision. Its strategic objectives are to:

- support public sector agencies to effectively manage their workforces
- build a highly capable and responsive public sector workforce
- support the public sector to prepare for and respond to strategic workforce challenges

The Commission contributes to the Government's objectives for the community by:

- supporting the public sector's COVID-19 response and recovery efforts by providing leadership and coordination of sector-wide projects, including mobilisation and capability building
- working with agencies to effectively manage public sector workforce growth
- issuing new and revised Commission Chief Executive directives, developing contemporary supporting resources and providing expert advice on policy, conduct and performance matters to enable agencies to effectively manage their workforces
- preparing agencies for the future of work through strategic workforce planning and capability building initiatives
- promoting sector-wide mental health and wellbeing strategies
- fostering a diverse and inclusive Queensland public sector
- continuing to support Aboriginal and Torres Strait Islander employees into management and leadership positions through targeted mentoring and capability building initiatives
- building the sector's capability in the prevention and response to domestic and family violence (DFV).

The Commission was established on 1 July 2008 under the *Public Service Act 2008* and is a not-for-profit entity controlled by the State of Queensland. The head office and principal place of business is Level 27, 1 William Street, Brisbane QLD 4000.

These financial statements cover the Commission and are authorised for issue by the Commission Chief Executive and the Acting Chief Finance Officer at the date of signing the Management Certificate.

For information in relation to the Commission's financial report please call (07) 3003 2800, email [commission.psc@psc.qld.gov.au](mailto:commission.psc@psc.qld.gov.au) or visit the Commission's Internet site [www.psc.qld.gov.au](http://www.psc.qld.gov.au)

#### D2 Basis of Financial Statement Preparation

##### D2-1 Compliance with the Prescribed Requirements

The Commission has prepared these financial statements:

- in compliance with section 38 of the *Financial and Performance Management Standard 2019*
- in accordance with the minimum reporting requirements mentioned in the Financial Reporting Requirements for Queensland Government agencies for reporting periods beginning on or after 1 July 2020
- on an accrual basis (except for the Statement of Cash Flow which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

##### D2-2 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.

Comparative information reflects the audited 2019–20 financial statements.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date.

Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Commission does not have an unconditional right to defer settlements to beyond 12 months after the reporting date.

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

## Notes to the Financial Statements

### D2-3 Basis of Measurement

Historical cost is used as the measurement basis in these financial statements.

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

### D2-4 Taxation

The Commission is a State body as defined under the *Income Tax Assessment Act 1936* 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 Commission. Any GST credits receivable from, or GST payable to the ATO, are recognised in the Statement of Financial Position (refer Note B2).

### D2-5 New Accounting Standards or Change in Accounting Policy

#### D2-5-1 Accounting Standards Early Adopted

No Australian Accounting Standards have been early adopted for 2020–21 by the Commission.

#### D2-5-2 Changes in Accounting Policies

The Commission did not voluntarily change any of its accounting policies during 2020–21.

### D2-6 Impact of COVID-19

The Commission considered COVID-19 as a recognised event and assessed the financial implications for the financial statements, including recognition, measurement, and disclosure. There have been no adjustments to financial statements for the Commission from impacts of COVID-19 as at 30 June 2021.

### D2-7 Climate Risk Disclosure

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

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

## Notes to the Financial Statements

### D3 Key Management Personnel (KMP)

#### D3-1 Details of Key Management Personnel

The Commission's responsible Minister is identified as part of the Commission'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 Trade.

The following details for non-ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the Commission during 2020–2021 and 2019–2020. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Responsibilities
Commission Acting Chairperson Director-General, Department of the Premier and Cabinet#	To preside over board meetings for the Commission to make decisions to ensure an efficient and effective workforce for the State of Queensland.
Commissioner, Under Treasurer, Queensland Treasury#	To attend board meetings for the Commission to make decisions to ensure an efficient and effective workforce for the State of Queensland.
Commissioner, Commission Chief Executive	The Commission Chief Executive is responsible for the efficient, effective and economic administration of the Commission.
Deputy Commissioner	The Deputy Commissioner is responsible for leading strategies and services in workforce futures, strategic talent acquisition and mobility, diversity and inclusion, collaboration and place-based initiatives, leadership and capability development, workforce policy conduct and performance, communications and engagement, organisational improvement, executive recruitment and contracts, performance analytics and governance and business services.
Executive Director	The Executive Director is responsible for sector-wide strategies and services in workforce futures, strategic talent acquisition and mobility, diversity and inclusion, and organisational improvement.
Executive Director	The Executive Director is responsible for delivery of sector-wide workforce legislation and policy, including the implementation of public sector workforce reforms, the performance and conduct framework and oversight of the analysis of workforce and organisational data.
Executive Director	The Executive Director is responsible for developing and supporting agencies to develop highly capable leaders, supporting the Queensland Public Sector Chief Executive Service (CES) and Senior Chief Executives, and building sector-wide capability in collaboration and place-based service delivery.
# Commissioners receive nil remuneration from the Commission. Remuneration for their substantive positions is disclosed in their respective agencies' financial statements.	

#### D3-2 Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland Members' Remuneration Handbook. The Commission does not bear any cost of remuneration of the Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch 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 is 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 policy for the Commission's KMP is provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Remuneration expenses for KMP comprise the following components:

1. Short term employee expenses, including:
  - 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; and
  - non-monetary benefits – consisting of provision of minor benefits together with fringe benefits tax applicable to the benefit.
2. Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
3. Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

There were nil termination payments in 2020–21 (2019–20: nil).

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



## Notes to the Financial Statements

### D3 Key Management Personnel (KMP) (cont'd)

#### D3-3 Non-Ministerial KMP Remuneration Expense

The following disclosures focus on the expenses incurred by the Commission that are attributable to non-ministerial key management positions during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

Current Year (1 July 2020 - 30 June 2021)	Short Term Employee Expenses		Long Term Employee Expenses	Post Employee Expenses	Termination Benefits	Total Expenses
Position	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Commission Chief Executive 1 July 2020 to 30 Jun 2021	566	10	12	25	-	613
Deputy Commissioner 1 July 2020 to 30 Jun 2021	247	10	6	29	-	292
Executive Director 1 July 2020 to 30 June 2021	185	10	4	17	-	216
Executive Director 1 July 2020 to 30 June 2021	183	-	4	20	-	207
Executive Director 1 July 2020 to 30 June 2021	192	10	4	18	-	224
<b>Total Remuneration</b>	<b>1,373</b>	<b>40</b>	<b>30</b>	<b>109</b>	<b>-</b>	<b>1,552</b>

Previous Year (1 July 2019 - 30 June 2020)	Short Term Employee Expenses		Long Term Employee Expenses	Post Employee Expenses	Termination Benefits	Total Expenses
Position	Monetary Expenses \$'000	Non-Monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Commission Chief Executive 1 July 2019 to 27 August 2019 and 30 September 2019 to 30 June 2020	523	12	12	24	-	571
Commission Chief Executive (Acting) 27 August 2019 to 30 September 2019	44	1	1	3	-	49
Deputy Commissioner 1 July 2019 to 27 August 2019 and 30 September 2019 to 30 June 2020	225	10	5	25	-	265
Deputy Commissioner 7 November 2019 to 31 January 2020	49	2	1	4	-	56
Deputy Commissioner 7 October 2019 to 8 December 2019	44	2	1	5	-	52
Executive Director (Acting) 29 July 2019 to 31 December 2019 and 17 February 2020 to 30 June 2020	151	5	3	15	-	174
Executive Director (Acting) 1 July 2019 to 30 June 2020	188	10	4	19	-	221
Executive Director (Acting) 17 February 2020 to 30 June 2020	73	4	1	5	-	83
<b>Total Remuneration</b>	<b>1,297</b>	<b>46</b>	<b>28</b>	<b>100</b>	<b>-</b>	<b>1,471</b>



## Notes to the Financial Statements

### D4 Related Party Transactions

There were no transactions with related parties of the Commission's KMP during 2020–21 and 2019–20.

The Commission 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 below tables.

#### Note A1-1 Appropriation Revenue

The Commission's primary ongoing source of funding from Government for its services are appropriation revenue which is provided in cash via Queensland Treasury.

#### User Charges and Fees

Approximately 60% of the user charges received by the Commission in 2020–21 are for the provision of workforce reporting data to Queensland Treasury for determining actuarial review of employee long service leave entitlements (53% in 2019–20).

#### Note A1-2 Grants and Other Contributions

All grants and contributions received by the Commission in 2020–21 and 2019–20 are from Queensland Government departments. No transactions are individually significant to disclose.

#### Other Revenue

Other revenue includes related party transactions of \$0.665M received by the Commission in 2020–21 and \$0.353M in 2019–20, mainly from various Queensland Government departments for Director-General recruitment costs recoveries. No transactions are individually significant to disclose.

#### Note A2-1 Employee Expenses

Employee expenses include related party transactions of \$0.183M in 2020–21 and \$0.206M in 2019–20, primarily for the Department of the Premier and Cabinet's Policy Graduate Program and secondment recoveries.

#### Note A2-2 Supplies and Services

Supplies and services include related party transactions of \$2.141M in 2020–21 and \$2.015M in 2019–20. The material transaction below for Department of Energy and Public Works primarily relate to the property rent (charged at market rates). The other material transaction relates to the Service Level Agreement expenses for Corporate support provided by the Department of the Premier and Cabinet.

Department Name	2020–21 \$'000	2019–20 \$'000
Department of Energy and Public Works	\$1,348	\$1,344
Department of the Premier and Cabinet	\$505	\$517

#### Note A2-3 Other Expenses

All other expenses incurred by the Commission in 2020–21 and 2019–20 are from Queensland Government departments. No transactions are individually significant to disclose.

## Certificate of the Public Service Commission

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 Public Service Commission for the financial year ended 30 June 2021 and of the financial position of the Commission at the end of that year.

The Commission Chief Executive, as the Accountable Officer of the Commission, acknowledges responsibility under section 7 and section 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.



**Robert Setter**  
**Commission Chief Executive**  
19 August 2021



**Michael Phillips CPA**  
**Acting Chief Finance Officer**  
19 August 2021

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Public Service Commission

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of the Public Service Commission. In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2021, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

#### Basis for opinion

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

I am independent of the 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.

#### Key audit matters

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

#### Responsibilities of the department for the financial report

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

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



## **Auditor's responsibilities for the audit of the financial report**

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

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

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

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

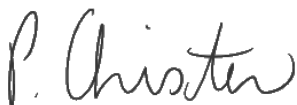
## Report on other legal and regulatory requirements Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

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

### Prescribed requirements scope

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



Paul Christensen  
as delegate of the Auditor-General

20 August 2021

Queensland Audit Office  
Brisbane

## Glossary

AASB	Australian Accounting Standards Board
AL	Annual leave
ANZSOG	Australia and New Zealand School of Government
ARMC	Audit and Risk Management Committee
CE	Chief executive
CHRO	Chief human resources officer
DFV	Domestic and family violence
DPC	Department of the Premier and Cabinet
EEO	Equal employment opportunity
ELT	Executive Management Group
EMS	Employee mobilisation service
FBT	Fringe Benefits Tax
FTE	Full-time equivalent
GST	Goods and Services Tax
HR	Human resources
ICT	Information communications and technology
IPAA	Institute of Public Administration Australia
KMP	Key management personnel
LEAD4QLD	Leadership assessment and development program
LSL	Long service leave
MOHRI	Minimum Obligatory Human Resource Information
OIR	Office of Industrial Relations
PS Act	<i>Public Service Act 2008</i>
PSE Act	<i>Public Sector Ethics Act 1994</i>
QAO	Queensland Audit Office
QGIF	Queensland Government Insurance Fund
QT	Queensland Treasury
QUT	Queensland University of Technology
SES	Senior executive service
SMG	Senior Management Group





SWC	Strategic Workforce Council
the Board	Public Service Commission Board
the Bridgman review	the <i>Review of public sector employment laws – A Fair and Responsive Public Service for All report</i>
The Coaldrake review	the <i>Review into Queensland public sector workforce report</i>
the Commission	Public Service Commission
the sector	Queensland public sector



# Annual report 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	ii
Accessibility	Table of contents	ARRs – section 9.1	I
	Glossary		40
	Public availability	ARRs – section 9.2	i
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	i
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	i
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	i
General information	Introductory Information	ARRs – section 10	1–3
Non-financial performance	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	7 and 13
	Agency objectives and performance indicators	ARRs – section 11.2	7–11
	Agency service areas and service standards	ARRs – section 11.3	12
Financial performance	Summary of financial performance	ARRs – section 12.1	4–6
Governance – management and structure	Organisational structure	ARRs – section 13.1	14
	Executive management	ARRs – section 13.2	14
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Nil
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	15
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	16
	Queensland public service values	ARRs – section 13.6	3
Governance – risk management and accountability	Risk management	ARRs – section 14.1	16
	Audit committee	ARRs – section 14.2	16
	Internal audit	ARRs – section 14.3	17

	<b>External scrutiny</b>	ARRs – section 14.4	17
	<b>Information systems and recordkeeping</b>	ARRs – section 14.5	18
	<b>Information Security attestation</b>	ARRs – section 14.6	18
<b>Governance – human resources</b>	<b>Strategic workforce planning and performance</b>	ARRs – section 15.1	19
	<b>Early retirement, redundancy and retrenchment</b>	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	19
<b>Open Data</b>	<b>Statement advising publication of information</b>	ARRs – section 16	i
	<b>Consultancies</b>	ARRs – section 33.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<b>Overseas travel</b>	ARRs – section 33.2	i
	<b>Queensland Language Services Policy</b>	ARRs – section 33.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
<b>Financial statements</b>	<b>Certification of financial statements</b>	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	36
	<b>Independent Auditor's Report</b>	FAA – section 62 FPMS – section 46 ARRs – section 17.2	37

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

