

Department of the Premier and Cabinet

ANNUAL REPORT 2020–2021



Queensland
Government

Communication objective

This annual report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2020–2021. It has been prepared in accordance with the *Financial Accountability Act 2009*.

The report records the significant achievements against the strategies and services detailed in the Department of the Premier and Cabinet's *2020–2024 Strategic Plan* and the Office of the Queensland Parliamentary Counsel's *2020–2024 Strategic Plan* and the *2020–2021 Service Delivery Statement*.

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

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or by phoning (07) 3003 9061 or by emailing corporategovernance-dpc@premiers.qld.gov.au



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30 September 2021

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

Dear Premier

We are pleased to submit for presentation to the Parliament the Annual Report 2020–2021 and financial statements for the Department of the Premier and Cabinet.

This report is prepared on the basis of the current administrative arrangements for this agency for the whole of the 2020–2021 financial year. That is, it reflects the structure, operations and performance of the agency as it now exists.

We certify that this annual report complies with the:

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

A checklist outlining the annual reporting requirements can be found on pages 98-99 of this annual report.

Yours sincerely

Rachel Hunter
Director-General

A D Keyes
Parliamentary Counsel

About the department

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

The 2020–2021 year has been one of significant challenge, responding to the COVID-19 pandemic, while continuing to deliver for the Premier and the people of Queensland. It has also been a year of significant achievement and opportunity that has seen Queensland go from strength to strength.

The department has worked hard to protect Queenslanders' health, our economy, and our way of life, focussed on our strategic plan vision – 'succeeding together to achieve a better life for all Queenslanders'.

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

The department leads the policy development process across government, providing overarching strategic analysis, insights, and options on key policy initiatives. It leads intergovernmental relations, including supporting the Premier's attendance at National Cabinet and supports Cabinet and Parliamentary processes and whole-of-government performance management policy and reporting.

The department also stands up teams that focus on emerging priorities such as the COVID-19 Response and Recovery Taskforce and the 2032 Taskforce. We ensure a strong and accountable government by supporting business at Executive Council, providing high-level constitutional and administration support to the Premier and Cabinet, as well as corporate support to ministerial offices and the Office of the Leader of the Opposition.

We pursue strategic advantage for Queensland through whole-of-government strategic communication, protocol, events, and regional, community and international engagement. We maintain a high-performing and responsive workforce through our corporate services

supporting and developing our people who are the foundation of everything we do.

The department provides leadership, by overseeing the sector's delivery of the government's objectives for the community. This is done by working collaboratively in coordination, communication, and monitoring roles. Following the state election in October, new government objectives for the community were released, which were built around *Unite and Recover - Queensland's Economic Recovery Plan*. The objectives focus on safeguarding our health, supporting jobs, backing small business, making it for Queensland, building Queensland, growing our regions, investing in skills, backing our frontline services, and protecting the environment.

The state's revenue was revised downward by more than \$1 billion in July due to the impacts of the pandemic. Compounded by federal budget outcomes, the Queensland Fiscal and Economic Review in September presented a challenging scenario. The Queensland Government announced a savings target of \$3 billion over four years while remaining focused on taking action to protect Queenslanders' health, jobs, and businesses. Record investments were made in health, education, training, and infrastructure, in the November 2020 and June 2021 state budgets.

We finished the year with Queensland's unemployment rate at 5.1 per cent in June 2021, the lowest in 12 years and economic growth double the national average, reflecting the government's sound stewardship throughout 2020–2021.

The announcement of the successful bid for the 2032 Olympic and Paralympic Games heralds an exciting opportunity for Queensland to build on the significant achievements of 2020–2021 in the decade ahead.

Our Strategic Plan 2020–24

The Department’s **vision** is: ‘succeeding together to achieve a better life of all Queenslanders.’

Our **role** is: ‘across government and with our stakeholders we lead, advise, collaborate, coordinate, broker, facilitate, communicate, and monitor to deliver on the government’s objectives for the community, build trust in a strong, responsive and accountable system of government and achieve transformational outcomes for Queenslanders.’

Our **strategic objectives** are:

Innovative, effective policy: lead the policy development process across government, ensuring effective outcomes for Queenslanders.

Strong, accountable government: ensure a strong system of government.

Strategic advantage for Queensland: inform the strategic direction of government.

A high-performing workforce: maintain a high-performing and responsive workforce.

These objectives are assessed through efficiency and effectiveness measures as outlined in the performance tables of the following sections of the annual report: Policy Advice and Coordination, and Cabinet Support; Strategy and Engagement; Government Services; and Our People.

Our **principles** are:

Leadership

We lead by providing a whole-of-government perspective, brokering, coordinating, and communicating our common purpose.

Trust

We inspire trust in the system of government by demonstrating integrity, transparency, and accountability in everything we do.

Collaboration

We collaborate with our stakeholders and public sector colleagues to build common understanding and purpose and shared accountability for outcomes.

Agility

We are agile across our workforce empowering and supporting our workforce to meet the changing needs of Queenslanders whilst ensuring a strategic focus on the future.

Innovation

We are future-focused, seeking innovative solutions to create value for Queensland to capitalise on strategic opportunities and support for whole-of-government risk.

Inclusion

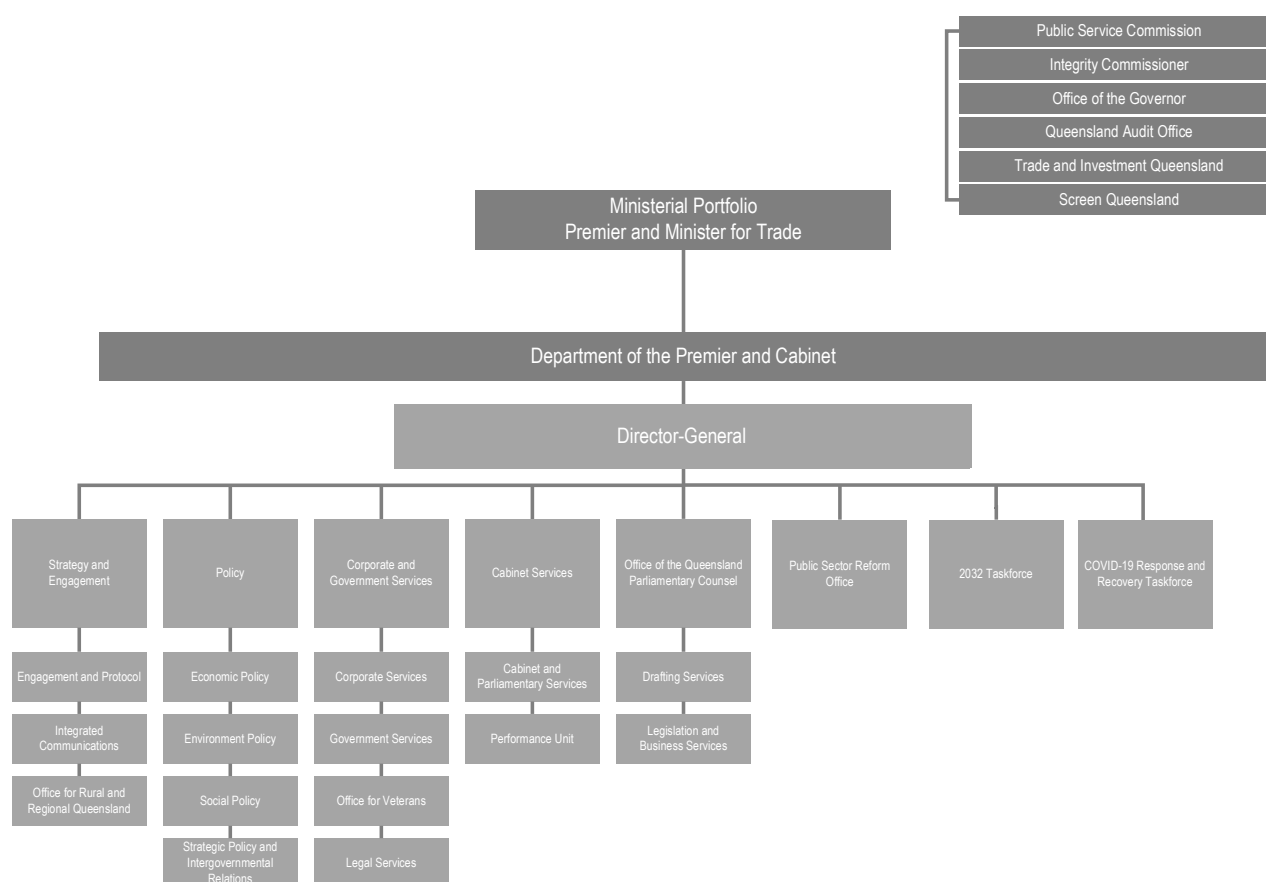
We value and respect Aboriginal and Torres Strait Islander cultures in our work and we embrace inclusion and diversity because it makes our workplace and our work more representative, robust, and more resilient.

The DPC Strategic Plan 2020–24 is available on our website www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx

Organisational structure

The Department of the Premier and Cabinet (DPC) delivers its services through the structure outlined in the organisational chart.

The Premier’s portfolio includes the Public Service Commission, Queensland Integrity Commissioner, Office of the Governor, Queensland Audit Office, Trade and Investment Queensland and Screen Queensland. For further information, please refer to each agency’s annual report. For Screen Queensland, refer to their tabled financial statements.



Machinery-of-government changes

Incoming divisions or functions

The following table outlines divisions or functions that joined the department due to machinery-of-government changes on 12 November 2020, and the related annual reports where the non-financial performance information and financial statements can be located for the 2020–2021 reporting period.

Joined the department	Date of transfer	Related annual report*
Anzac Day Trust	12 November 2020	Department of Education 2020–2021

*Financial statements for the 12 November – 30 June 2021 period can be found in the related annual report.

Director-General's report

In 2020–2021 the department continued to support the Premier, Cabinet and the people of Queensland.

Responding to the COVID-19 pandemic has impacted every one of us in some way. The Queensland Government's strong response meant the state was well positioned for recovery in the 2020–2021 year and beyond. I am proud of how DPC and the public sector has continued to lead and respond to the changing challenges we have faced. It has once again highlighted to me that our people are our strength.

In July Queensland businesses safely moved to reopen. The COVID-19 outbreak and lockdown in Victoria was a sobering reminder we must be vigilant and play our part. DPC staff came to the aid of our southern colleagues in July and August and were also among the 600 public servants who mobilised across the Queensland Government.

The government announced its Savings and Debt Plan, targeting \$3 billion in savings over four years. In September the Treasurer released Queensland's Fiscal and Economic Review, charting the course to recovery from COVID-19 whilst remaining focused on protecting health, jobs, and businesses, through the *Unite and Recover Economic Recovery Plan*.

Given our strong health response and eased restrictions, Queensland was able to host the Australian Football League (AFL) teams in the lead up to and including the 124th AFL Grand Final at the Gabba in front of nearly 30,000 fans: the first time since 1902 the grand final was held outside Melbourne. Other significant COVID Safe events included Victory in the Pacific (VP) Day – the 75th anniversary of the end of World War II (15 August) and, Remembrance Day (11 November), which marked the 102nd anniversary of Armistice Day.

It was an historic year for First Nations peoples seeing the *Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Bill 2020* passed into law; commitment to the new *Closing the Gap* agreement and the establishment of a new historic Treaty Advancement Committee, to progress the Path to Treaty process with

Aboriginal and Torres Strait Islanders in Queensland.

2020 was also a state election year. DPC expertly managed the caretaker period, the swearing in of Ministers, and supported the opening of the 57th Queensland Parliament. Machinery-of-government changes followed, with DPC welcoming the Anzac Day Trust to enhance our existing commitment to veterans. The 2020–2021 State Budget was brought down on 1 December with Parliamentary Budget Estimates in December rounding out the year. The government also released its objectives for the community building on the momentum of Queensland's economic recovery plan.

The new year began with Brisbane being announced as the preferred candidate for the 2032 Olympic and Paralympic Games.

Outgoing Director-General Dave Stewart announced his departure in March, and I thank him for his tremendous contribution during the six years he led the department.

Since joining DPC in May, I committed to building on our strengths as the lead agency for the Queensland Government and embracing opportunities for continuous improvement.

While we work each day to keep Queenslanders safe and maintain and grow our economic and social prosperity, I would like to acknowledge and thank departmental staff for their work over this extraordinary year. They are a tireless, driving force delivering for the government and the people of Queensland.

Rachel Hunter
Director-General
Department of the Premier and Cabinet

Government's objectives for the community

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

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

2020–2021 was an election year and the returning government tabled new objectives for the community based on the *Unite and Recover – Queensland's Economic Recovery Plan* released in August 2020.

Queensland's Economic Recovery Plan is focused on continuing to protect the health of Queenslanders, creating more jobs, and working together to strengthen the economy. The government's objectives for the community are based on *Queensland's Economic Recovery Plan* with additional objectives relating to supporting jobs, protecting the environment, and backing frontline services.

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

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

For more information on our plan to get Queenslanders back to work, visit: www.covid19.qld.gov.au/government-actions/our-economic-recovery-strategy

The government's objectives for the community are:

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

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

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

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

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

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

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

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

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

Policy Advice and Coordination, and Cabinet Support

Policy Division leads intergovernmental relations, supports the Premier's attendance at National Cabinet, and advises the Premier on key social, economic and environment policy issues. Cabinet Services supports Cabinet and Cabinet Committee processes and whole-of-government performance management and reporting.

Policy Advice and Coordination, and Cabinet Support lead the public sector to achieve strong policy outcomes for the government and provide advice and support to the Premier and Cabinet.

Key achievements for 2020–2021

- Led implementation of the *COVID-19 Economic Recovery Strategy: Unite and Recover for Queensland Jobs* in partnership with the COVID-19 Response and Recovery Taskforce, Queensland Treasury, and the Queensland Industry Recovery Alliance (QIRA).
- Supported the national COVID-19 response and recovery efforts by supporting the Premier's attendance at National Cabinet and providing whole-of-government leadership for Queensland's participation in other intergovernmental bodies.
- Continued to provide overarching strategic analysis, insights and advice around COVID-19 response including effective, sustainable quarantine arrangements, vaccine rollout and recovery for Queensland, with a strong focus on integrated, proactive approaches for health and safety and positioning the state's economy for recovery.
- Supported the Premier and Cabinet to deliver the Cabinet and Cabinet Committee agenda and Regional and Community Cabinet program.
- Provided whole-of-government coordination and advice on the parliamentary legislative program, parliamentary processes, and procedures.
- Led whole-of-government processes for the implementation, monitoring and reporting of government election commitments and decisions.
- Continued whole-of-government oversight of the *Queensland Government Performance Management Framework Policy*.
- Led innovative policy solutions aligned with the government's objectives for the community and responded to emerging trends for the Queensland Government.
- Responded to issues raised by industry, businesses, organisations, communities, and constituents.
- Supported the delivery of initiatives by coordinating various advisory councils and taskforces, providing an opportunity for community leaders to work with the Queensland Government to help shape policy and initiatives.
- Performed a leadership and coordination role across government to ensure Queensland is well positioned to address government-wide issues through intergovernmental forums, including collaboration on design and implementation of new federal relations architecture.
- Supported delivery of federal funding arrangements and reform initiatives for a range of key sectors, including the early childhood education and care, school, vocational education and training, health, housing, waste, and energy sectors.
- Negotiated the best policy position for Queensland on international, national, and state issues through the national engagement forums.
- Coordinated Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster

Management Cabinet Committee and the Queensland Security Cabinet Committee.

- Coordinated, delivered, and provided leadership on the implementation and evaluation of domestic and family violence (DFV) prevention reforms and supported the operation of the Domestic and Family Violence Prevention Council.
- Supported policy settings across all portfolios to reframe the Queensland Government's relationship with Aboriginal people and Torres Strait Islander people in line with the *July 2019 Joint Statement of Commitment* and the *Queensland Reconciliation Action Plan 2018–2021*.
- Coordinated and supported Queensland's input and response to Royal Commission and Productivity Commission inquiries.

COVID-19 Response and Recovery Taskforce

- Supported the state by enhancing coordination of efforts across government on a range of issues, including economic recovery strategies and seven regional economic recovery plans (more than \$14.2 billion response and recovery initiatives), easing of restrictions, supply of personal protective equipment, offers of assistance and public communication.
- Provided overarching strategic analysis, insights and options around COVID-19 response and recovery for Queensland, with a strong focus on integrated, proactive approaches for health and safety and positioning the state's economy for recovery.
- Worked closely with Queensland Health to deliver, review, and maintain *Queensland's Roadmap to Easing Restrictions* which has guided millions of Queenslanders in the staged easing of restrictions, lockdowns, and border closures since its initial release in May 2020.
- Provided whole-of-government leadership in the development of the COVID Safe Business Framework and 26 COVID Safe Industry Plans enabling the safe operation of thousands of businesses and many activities across the state.
- Supported QIRA to meet as a forum to facilitate ongoing, direct engagement with 24 industry peak bodies on the stages of the Queensland

Government's *Unite and Recover Economic Recovery Plan*. QIRA has met seven times to discuss a range of major announcements.

Sub-group meetings were convened in July to discuss youth, skills and training, the competitive business environment and cleaner energy, industry, and markets.

- Continued coordination of the state's COVID-19 communication to stakeholders and community, including the www.covid19.qld.gov.au website as a central, critical COVID-19 information source for all Queenslanders with more than 37 million visits to the site since its launch.
- Delivered a range of public information campaigns supporting behavioural change and compliance with restrictions, as well as informing the public on economic stimulus and support initiatives.

2032 Taskforce

- Led the Queensland Government's candidature for the 2032 Olympic and Paralympic Games. In January 2021 the Queensland Government resumed discussions with the International Olympic Committee (IOC) and Games partners to progress the Brisbane 2032 candidature (after being initially placed on hold in 2020 due to the COVID-19 pandemic).
- Approved, in February 2021, the IOC Executive Board Brisbane's candidature progress from 'Continuous Dialogue' to 'Targeted Dialogue' meaning Brisbane was considered a 'preferred host' for the 2032 Games. During 'Targeted Dialogue', the Taskforce worked with the IOC's Future Host Commission and Games partners to prepare a range of key candidature documents, including a response to the Future Host Questionnaire and a suite of financial and non-financial guarantees.
- Finalised the 2032 Games Master Plan including the locations, delivery models and costs of competition and non-competition venues, as well as priority transport projects required for the 2032 Games.
- Negotiated and confirmed associated funding contributions (or commitment to 2032 Games percentage share of key costs) and in-kind support to be provided by the local and Australian Government stakeholders and relevant local

governments for venues, legacy programs, and operational services.

- Hosted a three-day interactive and virtual Future Host Commission visit presenting Queensland's strong sporting, economic, social, and environmental vision for the 2032 Games and lasting legacies for Queensland and Australia.
- Progressed work associated with the final presentation, including audio visual material, for the 138th IOC Session on 21 July 2021 in Tokyo, Japan where IOC Members voted to award the hosting rights of the 2032 Games to Brisbane, Queensland.

Public Sector Reform Office

- The Public Sector Reform Office has been established within the department to lead the implementation of public sector reforms arising from the review of Queensland's public sector employment laws conducted by Peter Bridgman and the report entitled, *A Fair and Responsive Public Service for All*. Key recommendations regarding the review of public sector workforce reporting, were conducted by Professor Peter Coaldrake.

- The *Public Service and Other Legislation Amendment Act 2020* commenced on 14 September 2020 to implement the priority stage one public sector management reforms, supported by eleven new or amended directives made on 25 September 2020, relating to employment security and positive performance management.
- Stage two of legislative reforms are progressing during 2021, which includes developing a new public sector act to replace the *Public Service Act 2008*, developing a new code of conduct as part of a broader review of the public sector ethics framework, and modernising and unifying the Queensland public sector by facilitating cross-sectoral approaches and fostering collective governance.g collective governance.
- The new public sector act will extend consistent employment arrangements beyond the public service to government entities in the broader Queensland public sector, and will ensure fairness, equity, and diversity in the workforce by placing employees at the centre of the public employment system and providing a framework for the fair treatment of employees to support them in delivering the services and programs of government.

Our performance

The following service standards in DPC's 2020–2021 Service Delivery Statement were used by the department and the government to assess overall performance of the Policy Advice and Coordination, and Cabinet Support service areas.

Service area: Policy Advice and Coordination, and Cabinet Support	Notes	2020–21 Target/Est.	2020–21 Actual
Service: Policy advice and coordination			
Service standards			
<i>Effectiveness measures</i>			
Client satisfaction with DPC engagement with the policy development process	1	85%	83%
Client satisfaction with advice and support relating to intergovernmental relations		85%	74%
<i>Efficiency measure</i>			
Total cost per hour of policy advice and development output		\$145/hour	\$144/hour
Service: Cabinet support			
Service standards			
<i>Effectiveness measures</i>			
Client satisfaction with support provided by Cabinet Services	1	85%	78%
Client satisfaction with advice by DPC to agencies on performance management and reporting requirements	1	85%	79%
<i>Efficiency measure</i>			
Average cost of supporting the Cabinet to govern from the regions	2	\$15,000	\$6,505

Notes:

1. The department is committed to strong customer satisfaction and sets targets to reflect this commitment. Results may fluctuate due to the contestable nature of much of the department's work. The department is committed to continuously improving service delivery and continues to implement strategies to achieve these targets.
2. Restrictions in place during the COVID-19 pandemic have impacted the form of delivery and the average cost of supporting Regional and Community Cabinet meetings, with a reduction in travel and hospitality related expenses. Regional and Community Cabinet meetings were held in Cairns in August 2020, Townsville in January 2021, and Longreach in May 2021.

Future directions for 2021–2022

- Support the Premier and Cabinet to deliver the Cabinet and Cabinet Committee agenda and the Regional and Community Cabinet program.
- Continue to provide whole-of-government coordination and advice on the parliamentary legislative program, parliamentary processes, and procedures.
- Continue to lead whole-of-government processes for the implementation, monitoring and reporting of government election commitments and decisions.
- Negotiate the best policy position for Queensland through national engagement forums including National Cabinet.
- Coordinate the government's response to, and recovery from the COVID-19 pandemic, including the vaccine rollout; effective, sustainable quarantine arrangements; and other working groups (in collaboration with the DPC COVID-19 Response and Recovery Taskforce); and support for Queensland Health in their leadership of the health response to COVID-19.
- Lead innovative policy solutions that align with the government's objectives and respond to emerging trends and growing demand for government services.
- Respond to issues raised by local government industry, businesses, organisations, communities, and constituents.
- Perform a leadership and coordination role across government to ensure Queensland is well positioned to address government-wide issues through intergovernmental forums.
- Support delivery of federal funding arrangements and reform initiatives for a range of key sectors, including the following: early childhood education and care, school, vocational education and training, health, housing, waste, and energy.
- Coordinate policies to diversify and improve the resilience of Queensland's economy by facilitating investment and encouraging innovation.
- Continue to support the advancement of renewable, reliable, and low-cost energy supply to support Queensland's community and industry growth; including supporting the growth and development of Queensland's alternative green fuels such as the hydrogen and biofutures industries.
- Continue to support and coordinate work to protect the environment, including the Great Barrier Reef.
- Support policy settings for the growth of a productive and prosperous food and fibre sector, that will generate long-term jobs, and support the economies of regional and rural communities.
- Coordinate Queensland's disaster management and counter-terrorism arrangements, including support for the Queensland Disaster Management Cabinet Committee and the Queensland Security Cabinet Committee.
- Coordinate, deliver, and provide leadership on the implementation and evaluation of domestic and family violence prevention reforms and support the operation of the Domestic and Family Violence Prevention Council.
- Support policy settings across all portfolios to reframe the Queensland Government's relationship with Aboriginal people and Torres Strait Islander people in line with the *July 2019 Joint Statement of Commitment* and the whole-of-government *Queensland Reconciliation Action Plan 2018–2021*.
- Coordinate and support Queensland's input and response to Royal Commissions (including aged care, people with disability, and natural disasters) and Productivity Commission inquiries (including mental health).
- Lead implementation of the *COVID-19 Economic Recovery Strategy: Unite and Recover for Queensland Jobs* in partnership with the COVID-19 Response and Recovery Taskforce, Queensland Treasury, and the Queensland Industry Recovery Alliance.

COVID-19 Response and Recovery Taskforce

- Lead implementation of the *COVID-19 Economic Recovery Strategy: Unite and Recover for Queensland Jobs* in partnership with Queensland Treasury and the QIRA. Remain vigilant and responsive to issues raised by industry, businesses, organisations, communities, and constituents.
- Continue to provide overarching strategic analysis, insights and options around COVID-19 response and recovery for Queensland; with a strong focus on integrated, proactive approaches for health and safety and positioning the state's economy for recovery.
- Continue to work closely with Queensland Health in delivering *Queensland's Roadmap to Easing Restrictions*.
- Continue to coordinate the state's COVID-19 communication to stakeholders and community, including the www.covid19.qld.gov.au website as a central information source for all Queenslanders.

Public Sector Reform Office

- Progress stage two legislative reforms during 2021, with a view to introducing the new legislation into Parliament in the first half of 2022.

2032 Taskforce

- Lead the development of a high-level Games Roadmap to guide priority Games planning and delivery activities required by the International Olympic Committee (IOC), in collaboration with Games partners.
- Prepare and finalise legislation to establish the Brisbane 2032 Organising Committee for the Olympic Games (OCOG), and establish the entity to coordinate and lead the Queensland Government planning and delivery of the Olympic and Paralympic Games in collaboration with the Games partners and in accordance with the Olympic Host Contract.
- Establish and implement Games governance arrangements, including bodies to strengthen collaboration between the IOC, the OCOG, the Olympic and Paralympic Coordination Agency (OPCA) and the local government authorities; and to meet the commitments and the operational requirements under the Olympic Host Contract and associated guarantees.
- Develop legacy and sustainability strategies and plans in collaboration with stakeholders, including the International Olympic Committee, and public and private sector stakeholders.
- Coordinate the planning and delivery of competition venues and villages infrastructure and transport associated with the Brisbane 2032 Olympic and Paralympic Games.

Strategy and Engagement

Strategy and Engagement leads collaborative communication and engagement across government; with our stakeholders; and internationally to achieve better outcomes for Queenslanders.

The division drives best practice, innovative and evidence-based communication, engagement solutions and partnerships which support the delivery of the Queensland Government's objectives for the community. This is achieved through the sharing of insights, research, and professional development, as well as targeted communication and engagement with the community, businesses, and stakeholders.

Strategy and Engagement is comprised of Events and Engagement, Protocol and International Engagement, Strategic Communication and External Relations and Services. Its activities include whole-of-government strategic media management, crisis and disaster communication, advertising coordination, delivery of local events, and provision of strategic advice on protocol matters and international engagement.

Key achievements for 2020–2021

- Delivered greater connectivity and leadership across government by guiding the planning and delivery of whole-of-government communication strategies and campaigns, including major COVID-19 advertising and stakeholder campaigns focused on public safety, the Check in Qld app and economic recovery.
- Provided strong leadership across government to plan and deliver guidance and support for crisis communication, including issues management and the Public Information Capability (PIC) under the state disaster management arrangements.
- Developed and delivered clear and comprehensive communication materials to Queenslanders and stakeholders to support consistent messaging around on-going changes to COVID-19 restrictions, including roadmaps, www.covid19.qld.gov.au website, social media content and key messages.
- Enhanced media monitoring capability particularly to support crisis response and recovery including increased hours of operation during the peak of COVID-19 response.
- Developed best-practice communication approaches and capability development through ongoing leadership of the Heads of Communication network and associated specialist sub-committees, whole-of-government speaker's series (five online events held in 2020–2021) and management of the online communication hub.
- Maintained whole-of-government strategic arrangements including master media advertising services and media monitoring to deliver strategic advice and value for money services.
- Provided ongoing leadership of the Government Advertising and Communication Committee process to ensure continued rigour around whole-of-government advertising, with 70 advertising campaigns approved to proceed to market in 2020–2021.
- Supported the department and Director-General with effective communication advice and services, including major campaigns such as Domestic and Family Violence Help Seeking and internal communication, including more than 120 Director-General e-newsletters during 2020–2021.
- Enhanced regional stakeholder engagement to deliver on the government's commitment to

- build strong regional economies and communities, including increasing the government's regional presence and supporting regional forums.
- Enhanced the government's international engagement program by leveraging existing relationships with sister states; developed new engagements and opportunities through virtual and COVID Safe engagement formats; and worked collaboratively with other agencies regarding Queensland's alliances with Nevada, the United States of America and Berlin, Germany.
- Coordinated seven Heads of Mission visit programs of Ambassadors and High Commissioners to Queensland through virtual and COVID Safe event and engagement formats to further Queensland's international reputation including visits by the Ambassador of Japan (February 2021) and the Ambassador of the Republic of Korea (March 2021).
- Supported and coordinated the Diplomatic and Consular Corps in response to COVID-19 pandemic restrictions and impacts through virtual and in-person briefings with the Department of Foreign Affairs and Trade and Department of Home Affairs.
- Strategic whole-of-government coordination of Queensland secondees to the National Foundation for Australia-China Relations (NFACR) from key agencies Trade and Investment Queensland and Tourism and Events Queensland to leverage Queensland-China engagement through NFACR projects and grant program rounds.
- Led and advised on best-practice event delivery and sponsorship strategy across government and administered the Events Sponsorship Fund and Year of Outback Tourism Events Program in a COVID-19 environment to drive economic and community benefit through the attraction, leveraging and delivery of high-value events including the announcement of 2020 and 2021 Queensland Greats, 2021 Australian of the Year recipients, Queensland Energy Forum, and International Women's Day reception.
- Led and coordinated the delivery of two Funerals for The Honourable Timothy (Tim) Mulherin (1957– 2020) and The Hon Sir Llewellyn Roy Edwards AC (1935– 2021) including family, stakeholder and media management and engagement.
- Coordinated across government the ceremonial considerations including online public condolence messages for the passing of Prince Phillip, Duke of Edinburgh.
- Enhanced the government's profile and engagement opportunities by delivering events on behalf of the Premier to communicate key policies, initiatives, and community engagement programs.

Our performance

The following service standards in DPC's 2020–2021 Service Delivery Statement were used by the department and the government to assess overall performance of the Strategy and Engagement service area.

Service area: Strategy and Engagement	2020–21 Target/Est.	2020–21 Actual
Client satisfaction with advice and support provided by Strategy and Engagement	85%	89%
Cost of strategic engagement services as a percentage of departmental cost	15%	14%

Future directions for 2021–2022

- Continue to develop and utilise contemporary communication platforms to help inform and drive improved engagement of all Queenslanders.
- Continue to provide support to the 2032 Taskforce and on-going COVID-19 response through integrated communication services including campaign planning, media management, social media, online, graphic design and events delivery support.
- Drive greater connectivity and leadership across government by guiding the planning and delivery of whole-of-government communication strategies, as well as developing and managing advertising and corporate identity policies and procedures.
- Continue to develop best-practice communication approaches and capability development through ongoing leadership of the Heads of Communication network and associated specialist sub-committees and whole-of-government speakers' series and podcast.
- Maintain whole-of-government strategic arrangements including master media advertising services and media monitoring to deliver strategic advice and value for money services.
- Provide ongoing leadership of the Government Advertising and Communication Committee process to ensure continued rigour around whole-of-government advertising.
- Provide leadership across government by providing guidance and support for crisis communication including issues management and the public information function under the state disaster management arrangements.
- Support the department and Director-General with effective communication advice and services, including major campaigns and internal communication.
- Continue enhancement of media monitoring capability in response to the COVID-19 crisis and recovery efforts.
- Enhance the government's international engagement program by leveraging existing relationships and developing new engagements and opportunities, through strategically focused trade missions and protocol events, working in partnership with other agencies.
- Lead the Queensland Government's Heads of Mission visits program to further Queensland's international reputation.
- Lead and advise best practice in event delivery and sponsorship strategy across government and administer the Events Sponsorship Fund and Year of Outback Tourism Events Program in a COVID-19 environment to drive economic and community benefit through the attraction, leveraging and delivery of high-value events.
- Enhance the government's profile and engagement opportunities by delivering events on behalf of the Premier to communicate key policies, initiatives, and community engagement programs.
- Continue to enhance regional stakeholder engagement to deliver on the government's commitment to build strong regional economies and communities, including increasing the government's regional presence and supporting regional forums.

Government Services

Government Services provides policy and operational advice and support to the Premier in relation to constitutional, executive government and machinery-of-government matters.

Government Services ensures a strong, accountable system of government and supports the business before Executive Council, providing high-level constitutional and administration support to the Premier and Cabinet as well as supporting ministerial offices and the Office of the Leader of the Opposition. Government Services also includes the Office for Veterans.

Key achievements for 2020–2021

- Reviewed and updated the *Guidelines on the Caretaker Conventions* in preparation for the caretaker period ahead of the 2020 State General Election and provided advice to government agencies.
- Led the swearing-in of the new Ministry following the state election.
- Supported the passage of the *Ministerial and Other Office Holder Staff and Other Legislation Amendment Act 2020*.
- Facilitated amendments to the *Queensland Independent Remuneration Tribunal Act 2013* providing the Tribunal with the function to make determinations regarding additional staffing entitlements for cross bench members.
- Facilitated the commencement of the Strategic Review of the Integrity Commissioner.
- Led whole-of-government coordination and oversight of veterans' matters, coordinated veterans' policy, and delivered veterans' grants and employment programs.
- Delivered the 75th anniversary of World War II commemorative program, which included a ceremony on 15 August 2020 at Anzac Square. Further commemorations included a state-wide bell ringing initiative and a vintage aircraft flyover across Brisbane City.
- Facilitated the introduction of the *Queensland Veterans' Council Bill 2021*.
- Delivered the final round of the \$1.5 million grants program over three years from 2018–2019 to 2020–2021, to provide support services to veterans and to preserve and create memorials, monuments and other public sites that acknowledge veterans' achievements.
- Launched a new grants program under the Anzac Day Trust to provide financial support for veterans affected by COVID-19 and veterans' organisations to assist with staging COVID Safe commemorative events.
- Continued to support the ongoing operation of the memorial galleries at Anzac Square.
- Co-delivered The Oasis Townsville official opening on 9 June 2021, and the Queensland Government commitment of an additional \$1 million over four years that will support service delivery at The Oasis Townsville.

Our performance

The following service standards in DPC's 2020–2021 *Service Delivery Statement* were used by the department and the government to assess overall performance of the Government Services service area.

Service area: Government Services	2020–21 Target/Est.	2020–21 Actual
Client satisfaction with support and advice provided by Government Services	88%	88%
Cost of Government Services as a percentage of departmental cost	11%	10%

Future directions for 2021–2022

- Continue to support the government's commitment to increasing diversity on government boards.
- Lead the swearing-in of 27th Governor of Queensland.
- Continue to develop, coordinate, and implement policies, programs and initiatives that support the government's commitment to veterans.
- Lead whole-of-government coordination and oversight of veterans' matters, including supporting the Queensland Government's participation in the Royal Commission into Defence and Veteran Suicide.
- Continue to manage ongoing governance arrangements for veterans' matters and the curation and oversight of Anzac Square.
- Deliver a \$4 million grants program, with three annual rounds from 2021–2022 to 2024–2025, for major and minor capital works, memorials and commemorative events that support veterans and their families.
- Partner with TAFE Queensland to offer 300 Australian Defence Force members free TAFE and apprenticeships, as they transition to civilian employment.
- Enhance the Queensland Veterans' Portal including launching a whole-of-government veterans' mentoring program and public sector network as well as a Skill to Sector role guide, and interactive online job search.
- Work with the private sector to identify employment pathways for veterans in key industries like defence, resources and logistics.
- Continue to deliver the \$1 million Anzac Day Trust COVID-19 Grants Program, to provide financial support for veterans affected by COVID-19 and veterans' organisations to assist with staging COVID Safe commemorative events.
- Deliver the existing annual Anzac Day Trust grants program, providing funding to institutions, organisations or associations that support the welfare of veterans and their dependants.

Office of the Queensland Parliamentary Counsel

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

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

Key achievements for 2020–2021

- OQPC pursued excellence in legislative drafting and access by adopting best practice and making Queensland legislation easy to find, easy to understand, easy to use and maintaining open data arrangements.
- Some significant legislation drafted and introduced within the reporting period included:
 - *Debt Reduction and Savings Bill 2021*
 - *Voluntary Assisted Dying Bill 2021*
 - *Meriba Omasker Kaziw Kazipa (Torres Strait Islander Traditional Child Rearing Practice) Bill 2020*
 - *Youth Justice and Other Legislation Amendment Bill 2021*
 - *Criminal Code (Consent and Mistake of Fact) and Other Legislation Amendment Bill 2020*
 - *COVID-19 Emergency Response and Other Legislation Amendment Bill 2021*
 - *COVID-19 Emergency Response and Other Legislation Amendment Bill 2020*
 - *Nature Conservation and Other Legislation (Indigenous Joint Management – Moreton Island) Amendment Bill 2020*
 - *Queensland Veterans' Council Bill 2021*
 - *Criminal Code and Other Legislation (Wage Theft) Amendment Bill 2020.*
- Some significant subordinate legislation drafted and made in the reporting period included:
 - *Body Corporate and Community Management (Accommodation Module) Regulation 2020*
 - *Body Corporate and Community Management (Commercial Module) Regulation 2020*
 - *Body Corporate and Community Management (Small Schemes Module) Regulation 2020*
 - *Body Corporate and Community Management (Specified Two-lot Schemes Module) Amendment Regulation 2020*

- *Body Corporate and Community Management (Standard Module) Regulation 2020*
- *Justice Legislation (COVID-19 Emergency Response – Proceedings and Other Matters) Regulation 2020 [plus a suite of other COVID-19 Emergency Response regulations]*
- *Fisheries Legislation Amendment Regulation 2020*
- *Health (Drugs and Poisons) (COVID-19 Vaccination Services) Amendment Regulation 2021*
- *Nature Conservation (Animals) Regulation 2020*
- *Nature Conservation (Plants) Regulation 2020.*

OQPC cultivated a highly skilled and high-performing workforce by giving our people a range of opportunities for ongoing professional and personal development. With a succession of COVID-19 lockdowns, increasing uptake of flexible work arrangements and expenditure constraints, professional and personal development

opportunities were predominantly delivered in an online environment. While interpersonal networking opportunities were limited as a result, a pleasingly wide range of content was available to staff.

- OQPC made effective use of technological resources to enhance the services provided. The Queensland Integrated Legislative Lifecycle System has continued to evolve in ways that minimise manual processes, reduce the scope for human error, and optimise timely and accurate access to legislation and legislative information. The COVID-19 environment has made it difficult to explore future drafting and publishing solutions, but OQPC continues to monitor international developments and will explore future development opportunities when circumstances permit.
- OQPC developed a corporate website (www.oqpc.qld.gov.au), which provides information about the office, including the services provided and information on instructing OQPC.
- OQPC continued to work with DPC and other key partners on a process for the clear ordering of priorities within the government's legislative program.

Our performance

The following service standards in DPC's *2020–2021 Service Delivery Statement* were used by the department and the government to assess overall performance of the Legislative Drafting and e-Publishing service area.

Service area: Legislative Drafting and e-Publishing	2020–21 Target/Est.	2020–21 Actual
Client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel	90%	100%
Client satisfaction with the quality of access to legislation available online	90%	100%
Average cost per hour of legislative drafting and publishing output	\$151/hour	\$148/hour

At a glance in 2020–2021

- 53 government Bills including 18 lapsed Bills
- 328 total legislative instruments
- 151,487 total pages reprinted
- 10 private members' Bills including 5 lapsed Bills
- 7978 total pages drafted
- 7,548,859 legislative website page views
- 25 amendments during consideration in detail
- 834 total reprints
- 240 items of subordinate legislation
- 56 indicative reprints

OQPC Strategic Plan 2020–2024

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

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

The **strategic priorities** are:

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

The **strategic objectives** are:

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

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

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

Stewardship of innovation and changes:

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

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

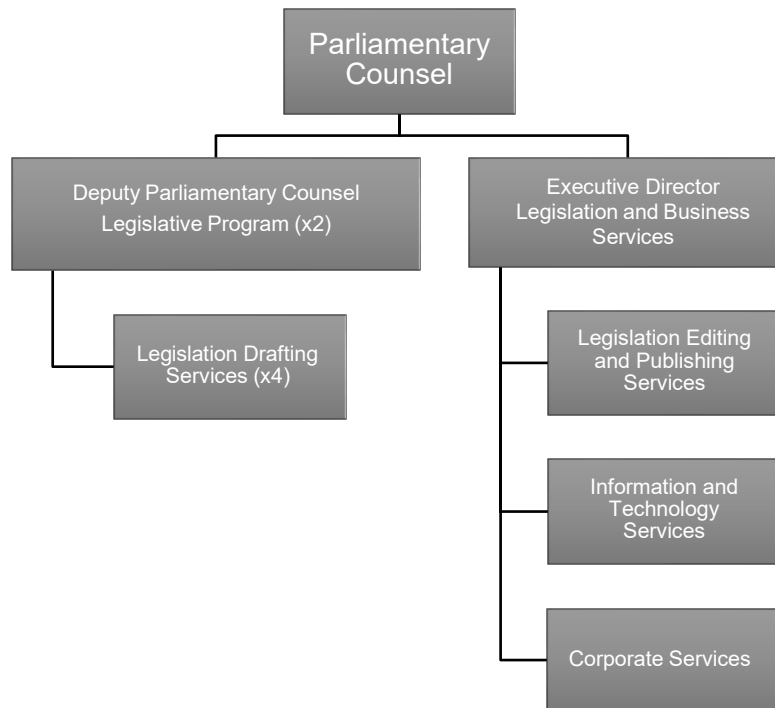
The OQPC *Strategic Plan 2020–2024* is available at: www.oqpc.qld.gov.au

Future directions for 2021–2022

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

Organisational structure

The current structure is summarised in the organisational chart below:



Our people

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

The *Strategic Workforce Plan 2020–2024* supports a high-performing, accountable, innovative, and effective workforce that puts the people of Queensland first, underpinned by the public service values, which guide behaviour and the way staff do business.

In 2020–2021, the DPC workforce has continued to support the COVID-19 health response, with some areas mobilised within the department and across the Queensland public sector to meet emerging needs.

This has included the coordination of employees participating in Queensland Health's contact tracing and deploying staff through the Community Recovery Ready Reserve to support the state's natural disaster and COVID-19 response. Staff were also mobilised to assist the Victorian Government with their COVID-19 response in July and August 2020.

In addition, DPC has continued to coordinate employees who assist with the State Disaster Coordination Centre's PIC — ensuring critical information reaches authorities and communities across Queensland when needed.

With the easing of COVID-19 restrictions in the workplace, we have supported employees and managers in returning to the workplace and formalised flexible work arrangements as part of Queensland's economic recovery efforts.

Working for Queensland Survey

In 2020, the workforce participated in the annual *Working for Queensland Survey* designed to explore employee perceptions of the DPC workplace including employee engagement, job satisfaction and leadership.

DPC maintained a survey response rate of 93 per cent with results higher than the public sector average across all climate factors including:

- people and relationships: 91 per cent positive (14 per cent higher than the public sector average)
- my job: 84 per cent positive (6 per cent higher than the public sector average).
- leadership and engagement: 78 per cent positive (14 per cent higher than the public sector average).

The survey results highlight that employee development and organisational fairness are important to employees.

These action areas have identified opportunities for improvement and positive workplace change.

Workforce profile 2020–2021

The following is a snapshot of the department's workforce profile for 2020–2021 based on June 2021 Minimum Obligatory Human Resources Information (MOHRI)¹ data.

The department:

- employed 405.80 full-time equivalent employees (FTEs) including 45.57 FTEs in OQPC
- comprised a workforce in which 69.91 per cent were women and 68.49 per cent of all senior executive and senior officer roles were occupied by women
- has an average staff age of 42.37 years compared with the service-wide average of 44.63 years
- provided part-time work opportunities to 15.97 per cent of employees
- experienced an annual separation rate for permanent employees of 3.21 per cent compared with a sector rate of 4.86 per cent
- had no early retirement, redundancy or retrenchment packages paid during this period.
- Engaged the workforce through the delivery of staff forums and new starter inductions to provide information on key priorities and projects to build a high-performing and engaged workforce.
- Delivered eleven speaker events within DPC and across the Queensland public sector to equip employees with knowledge and learnings they can apply within their own roles.
- Rolled out the Be Healthy, Be Safe, Be Well program designed to promote employee health, safety, and wellbeing through key initiatives such as flu vaccinations, skin checks, and physical and mental health checks.
- Developed resources and tools to assist staff in transitioning back to the workplace as part of COVID-19 economic recovery efforts including support to access flexible work arrangements.
- Implemented the Sectorwide Leadership Competencies for Queensland including updating role descriptions, embedding competencies into performance development agreements and recruitment and selection processes.
- Conducted an employee training needs analysis and implemented a range of learning and development initiatives to address key skills gaps.

Key achievements for 2020–2021

- Coordinated the 2021 Policy Futures Graduate Program with a cohort of 25 graduates who were recruited for policy roles across the Queensland public sector. The cohort commenced in April 2021.
- Received White Ribbon Workplace Re-accreditation recognising DPC's commitment in supporting employees affected by domestic and family violence, as well as promoting a safe and respectful workplace culture.
- Coordinated and mobilised employees to support the state-wide response to COVID-19 through participation in the Employee Mobilisation Project, Community Recovery Ready Reserve, PIC and contact tracing efforts.
- Delivered the management development program and introduced a manager induction program to continue to build management capability with a key focus on governance.
- Coordinated annual compliance training including domestic and family violence (Recognise, Respond, Refer), Code of Conduct, cyber security, fraud and corruption, preventing bullying and harassment, and cultural capability (Starting the Journey).
- Continued delivery and reporting on the *Disability Service Plan 2020–2021*, *Cultural Capability Action Plan 2019–2022* and DPC's contribution to the *Queensland Government Reconciliation Action Plan*, to drive positive outcomes for people with disability and Aboriginal peoples and Torres Strait Islander peoples. This included the

¹ MOHRI FTE data for fortnight ending 18 June 2021.

establishment of a Diversity and Inclusion Consultative Committee chaired by a senior executive.

- Raised awareness of key diversity and inclusion initiatives including NAIDOC Week, National Reconciliation Week, National Sorry Day, Mabo Day, Multicultural Queensland Month, LGBTIQ+ Pride Month, Disability Action Week, International Women's Day, Queensland Women's Week, Wear It Purple, and International Day of People with Disability.
- Re-established the Agency Consultative Committee and continued to ensure mechanisms for the effective management of industrial relations activities.

Future directions for 2021–2022

- Implement actions under the Strategic Workforce Plan 2020–2024 through the employee engagement calendar and capability development program to support the Strategic Plan 2020–2021 principles of leadership, collaboration, agility, trust, innovation, and inclusion.
- Coordinate the 2022 Policy Futures Graduate Program designed to build policy capability across the Queensland public sector.
- Prioritise employee health, safety, and wellbeing through the Be Healthy, Be Safe, Be Well

program by building employee and manager capability to foster a psychologically safe workplace culture. A psychologically safe workplace supports our Diversity and Inclusion program, as well as driving innovation.

- Drive a culture of diversity and inclusion through the delivery of actions under the *Cultural Capability Action Plan 2019–2022*, *Queensland Government Reconciliation Action Plan*, *Queensland Government Multicultural Action Plan 2019–20 to 2021–22*, *Disability Service Plan 2021–2022*, *DPC White Ribbon Operational Plan 2021–2024* and *Strategic Workforce Plan 2020–2024*.
- Develop and implement the DPC Feedback Framework to build employee capability in giving, seeking, and receiving feedback in response to the employee training needs analysis.
- Introduce an employee and leaders' development program to build a capability pipeline that prepares the workforce now and into the future. This will also include a review of the learning management system and offerings.
- Continue to build maturity around the awareness and prevention of domestic and family violence.
- Develop a recruitment and selection online toolkit including the repositioning of the employee induction program.

Public Sector Ethics Act 1994

- DPC continued to support the principles identified under the *Public Sector Ethics Act 1994* and build a strong and accountable workforce by continuing to deliver Code of Conduct training to employees.
- In 2020–2021, 431 employees (including Office of the Queensland Parliamentary Counsel employees) completed Code of Conduct training, which was delivered through the department's online learning management system. The program is included in DPC's mandatory new starter induction program and all employees are required to undertake refresher training every three years.

Human Rights Act 2019

- The *Human Rights Act 2019* (the Act) took effect from 1 January 2020. To support the introduction of the Act and in accordance with section 97 of the Act, the following activities have been undertaken:

- reviewed the department's Human Rights Policy including the department's specific human rights decision-making framework and a step-by-step guide to help employees make decisions and act in a way that is compatible with the Act
- conducted three tailored workshops for more than 50 policy officers within the department with a specific focus on rights identification, human rights impact assessments, certificates, and statements of compatibility with human rights principles

- coordinated delivery of 'Introduction to the Human Rights Act' face-to-face training by the Queensland Human Rights Commission for the 2021 Policy Futures Graduates cohort and provided access to the Human Rights Commission Public Entities and the *Queensland Human Rights Act* online training program through the department's learning management system.
- delivered a virtual 'Plate of Inspiration' presentation to employees which provided a broad overview of the Act and the Human Rights Manager Toolkit, as well as the examination of various case studies.

- reviewed human resources policies and procedures, role descriptions and guides to ensure human rights were embedded within human resource processes.

- promoted Queensland Human Rights Month and International Human Rights Day to employees.

- amended the Queensland Cabinet Handbook, Legislation Handbook, and associated templates to clarify requirements for certificates and statements of compatibility with human rights principles.

- No human rights complaints were received by the department in relation to DPC actions or activities between 1 July 2020 and 30 June 2021.

Corporate support functions

The Corporate Governance Group

The Corporate Governance Group (CGG) meets regularly to assist the Director-General in discharging the accountabilities of the role and to achieve the department’s objectives. CGG held 13 ordinary meetings during 2020–2021. An additional six extraordinary meetings were held to plan COVID-19 response and recovery activities.

Membership

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

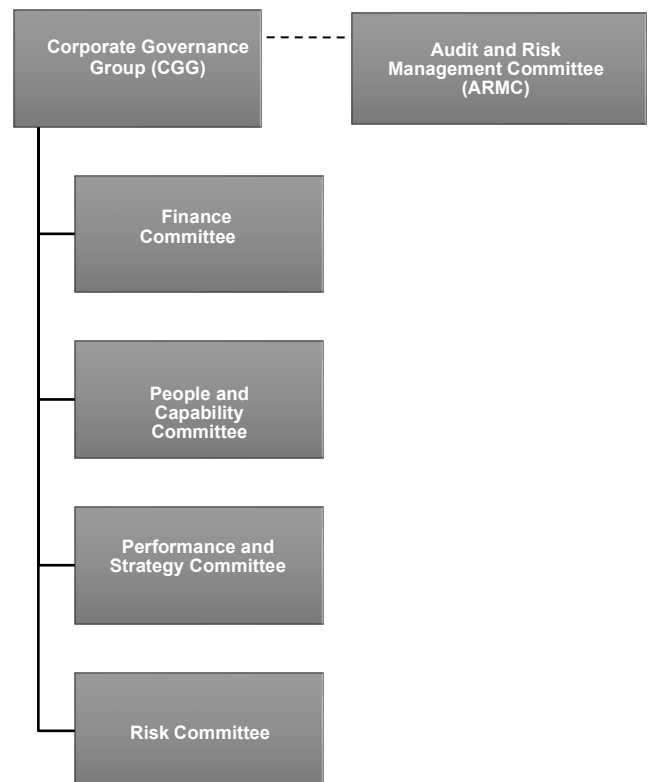
- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary
- Queensland Parliamentary Counsel
- Executive Director, Office of the Director-General.

The role of the CGG is to:

- support the Director-General in decision making and advising on matters of strategic importance
- identify and report on emerging governance issues and major activities
- provide assurance on the effectiveness of governance arrangements
- review and approve corporate policies and processes
- act as a forum for strategic information sharing

- embed risk management activities and manage risk mitigation strategies
- consider impacts of whole-of-government initiatives on the department’s activities
- act as DPC’s crisis management group and meet during a disruption to oversee DPC’s internal and whole-of-government responsibilities.

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



Finance Committee

The Finance Committee meets quarterly and provides reports to the CGG. The committee met twice during 2020–2021 and was chaired by the Queensland Parliamentary Counsel.

Role

The role of the Finance Committee is to:

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

Performance and Strategy Committee

The Performance and Strategy Committee meets quarterly and provides reports to the CGG. The committee met three times during 2020–2021 and was chaired by the Deputy Director-General, Corporate and Government Services.

Role

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

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

People and Capability Committee

The People and Capability Committee meets quarterly and provides reports to the CGG. The committee met four times and twice out of session during 2020–2021, and was chaired by the Deputy Director-General, Policy.

Role

The role of the People and Capability Committee is to:

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

Risk Committee

The Risk Committee meets quarterly and provides reports to the CGG. The committee met four times during 2020–2021 and was chaired by the Deputy Director-General, Strategy and Engagement (three meetings), and the Deputy Director-General, Corporate and Government Services (one meeting).

Role

The role of the Risk Committee is to:

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

Audit and Risk Management Committee

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

During 2020–2021, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*. In accordance with its terms of reference the ARMC met four times during 2020–2021.

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

Role

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

- annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- internal audit plan and audit findings
- external audit reports
- *Risk Management Framework*
- performance, monitoring and reporting activities.

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

Remuneration

The Chair of ARMC, Bronwyn Morris AM is entitled to be paid \$230 per hour to prepare for and attend meetings. The Chair attended four meetings during 2020–2021 and received \$5520 in remuneration.

As an independent member of ARMC, Susan Rix AM is entitled to \$210 per hour to prepare for and attend meetings. The independent member attended four meetings during 2020–2021 and received \$4515 in remuneration.

As an independent member of ARMC, Philip Hennessy AO is entitled to \$210 per hour to prepare for and attend meetings. The independent member attended four meetings held during 2020–2021 and received \$5040 in remuneration. All payments exclude GST.

Key achievements for 2020–2021

- Endorsed the annual internal audit plan and monitored the ongoing delivery of the internal audit program.
- Received and noted updates to departmental risk management materials.
- Monitored progress of the implementation status of internal audit recommendations.
- Received and considered external audit reports and monitored the implementation status of agreed actions against recommendations made (refer to external scrutiny section for further information).
- Endorsed the financial statements for 2019–2020 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities of the department.

Membership

The ARMC comprises:

Name	Committee role	Position	Portion of the year in role
Bronwyn Morris AM	Chair	Independent	July 2020 – June 2021
Susan Rix AM	Member	Independent	July 2020 – June 2021
Philip Hennessy AO	Member	Independent	July 2020 – June 2021
Megan Barry	Member	Deputy Commissioner, PSC	July 2020 – June 2021
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services, DPC	July 2020 – June 2021
Dave Stewart	Attendee	Director-General, DPC	July 2020 – April 2021
Rachel Hunter	Attendee	Director-General, DPC	May 2021 – June 2021
Robert Setter	Attendee	Commission Chief Executive, PSC	July 2020 – June 2021

Risk management

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

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

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

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

The department's *Strategic Plan 2020–2024* states that the department will manage its strategic risks and their impacts. These risks are reflected in the department's strategic risk register.

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

Internal audit

During 2020–2021 the internal audit service was managed by the department's Director of Internal Audit and Risk Services, with delivery of the program being outsourced to a third-party provider, Ernst and Young.

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

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

Key achievements for 2020–2021

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

External scrutiny

External audits and reviews add value to the public sector through recommendations that improve business operations. The following reports were published by the QAO in 2020–2021 and were relevant to the department:

QAO Report 1: 2020–2021 – Family support and child protection system

This audit assessed how effectively Queensland public sector entities work together for the safety and wellbeing of Queensland children. The QAO audited six public sector entities responsible for delivering family support and child protection services. The report acknowledged entities have made good progress implementing recommendations from reviews over recent years and reforming the family support and child protection system. The report recommended DPC and the Department of Children, Youth Justice and Multicultural Affairs work in collaboration with other relevant public sector entities to clearly define the roles, purpose and inter-relationship of the Interdepartmental Committee and the Regional Child, Youth and Family Committees.

QAO Report 2: 2020–2021 – Effectiveness of audit committees in state government entities

This report found effective audit committees can catalyse better governance in an entity. They help entities become more efficient, effective, and economical, and promote accountability, integrity and transparency. To be effective, audit committees require leadership's support and engagement, and need to provide meaningful and relevant oversight and advice. Without an effective audit committee, entities may face issues that erode their performance and public trust.

QAO Report 3: 2020–2021 – Queensland Government response to COVID-19

The findings from this report showed the speed and depth of the impacts from the COVID-19 pandemic, and the ongoing government responses to them, are unprecedented. The

Queensland Government has announced a range of measures with the aim of supporting the state economy, promoting public safety, and assisting households and businesses. As at 21 August 2020, the Queensland Government had announced over \$7 billion in response measures. The costs of the government's response are significant and will largely depend on the ongoing health and economic impacts of the pandemic.

QAO Report 6: 2020–2021 – Awarding of sports grants

This information brief presented facts relating to the awarding of sports grants in Queensland between 1 July 2017 and 29 February 2020.

The QAO examined if the awarding of sports grants was in accordance with documented processes and resulted in the impartial awarding of grants. Whilst the audit did not directly impact DPC, the QAO recommended the department should support ministers and ministerial staff through training, to ensure an understanding of ministerial and departmental responsibilities including those outlined in the *Financial Accountability Handbook*.

QAO Report 7: 2020–2021 – Delivering successful technology projects

This report outlined that to deliver the public services and infrastructure Queenslanders rely on, the government needs to invest in technology. Many projects currently do not hit their deadlines, stay within budget, or achieve their objectives. This issue is not unique to the Queensland public sector—national and international reports highlight the problems faced by other governments in delivering new or upgrading existing services. The public sector can improve by examining the reasons behind the successes and failures of technology projects.

QAO Report 13: 2020–2021 – State Entities 2020

This report summarises the results of 2019–20 financial audits of Queensland state government entities, including the 22 government departments. The financial statements of all departments and government owned corporations, and most statutory bodies and controlled entities, are reliable and comply with relevant laws and standards. The QAO identified most government departments have processes and systems that allow them to produce good quality financial statements. The report recommended departments continue to strengthen their financial reporting processes.

The Auditor-General has certified that DPC has completed all key processes by the target date, that acceptable draft financial statements were received on or prior to the planned date, and that no adjustments were required to the financial statements. The Auditor-General also issued an unmodified opinion that DPC's financial statements are prepared in accordance with the relevant legislative requirements and Australian accounting standards for 2019–2020.

QAO Report 15: 2020–2021 – State Finances 2020

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

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

The Queensland Government's consolidated financial statements received an unmodified opinion in 2019–2020, meaning the financial statements present a true and fair view of the state's financial performance and position. QAO issued unmodified opinions for all significant entities consolidated in the Queensland Government's financial statements.

The QAO recommended statutory timeframes be introduced to ensure timely public reporting of the Queensland Government financial statements.

Information systems and recordkeeping

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

The department uses an electronic document and records management system (eDRMS), to provide secure, effective, and efficient management of:

- Cabinet submissions and related documents
- executive council minutes and related documents
- departmental and portfolio agency records including ministerial and executive correspondence.

The eDRMS business system supports approved business processes and enhances information and cyber security functionality.

Roles and responsibilities for creating, managing and disposing of public records are documented in the department's *Records Governance Policy and Recordkeeping Guidelines*. Mandatory training is provided to all staff commencing in the department and refresher training is available online through training modules. The department's policy applies to all public records as defined by the *Public Records Act 2002*.

A substantial percentage of records are received electronically and managed through internal electronic approval processes. Several initiatives have been developed and enhanced to reduce reliance on hard copy records while providing additional security of information assets.

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

The *Public Records Act 2002* and the department's Records Governance Policy mandate that the department capture, create, manage, and dispose of public records in

accordance with Queensland State Archives-approved disposal authorities. The department's records are efficiently managed throughout their lifecycle and archived and disposed of accordingly.

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

Key achievements for 2020–2021

- Enabled and supported the response to COVID-19, ensuring staff were able to effectively work from any location whilst continuing to deliver services with technology as the key enabler.
- Complied with government cyber security requirements through maturing the department's ISMS with supporting policies, procedures, processes, and tools to support a robust security posture.
- Identified opportunities to leverage the department's investment in its eDRMS business system with an improved front end portal to support critical briefing processes.
- Developed the *2020–2021 ICT Strategic Plan*, to align with the department's strategic and operational plans, with a focus on cyber security and innovative initiatives to streamline and improve existing processes within the department.
- Enhanced visibility of active and anticipated projects and their priority across the department.

Future directions for 2021–2022

- Continue the maturity journey of project management capability within the department to improve project outcomes and manage risk.
 - Continue focus on delivering value through effective project and portfolio management, which ensures investments deliver benefits and outcomes critical to support the machinery-of-government.
 - Contribute to the implementation of the *Queensland Protective Security Framework* (QPSF).
 - Implement a new staff directory and resource request management system to effectively manage onboarding and exiting processes within the department.
 - Ongoing development of enhancing correspondence and briefing note reporting to support business outcomes that include greater transparency of workflow processes, and an optimised user experience when used with mobile devices.
 - Focus on realising greater value for money outcomes by continuing to consider existing technology investments.
- Continue to investigate, identify, and remediate potential single points of failure in key business systems and address the retirement of end-of-life legacy systems.
 - Continue to focus on optimising Microsoft Azure cloud services, from a value for money perspective, while ensuring appropriate continuity of services.

Information Security attestation statement

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

Open data

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

- consultancies
- language services.

An overseas travel expenditure report for the 2020–2021 reporting year was not required due to overseas travel not being undertaken by any officers of the department.

Financial summary 2020–2021

The department's service areas are:

- Policy Advice and Co-ordination, and Cabinet Support
- Strategy and Engagement
- Government Services
- Legislative Drafting and e-Publishing.

Department revenue

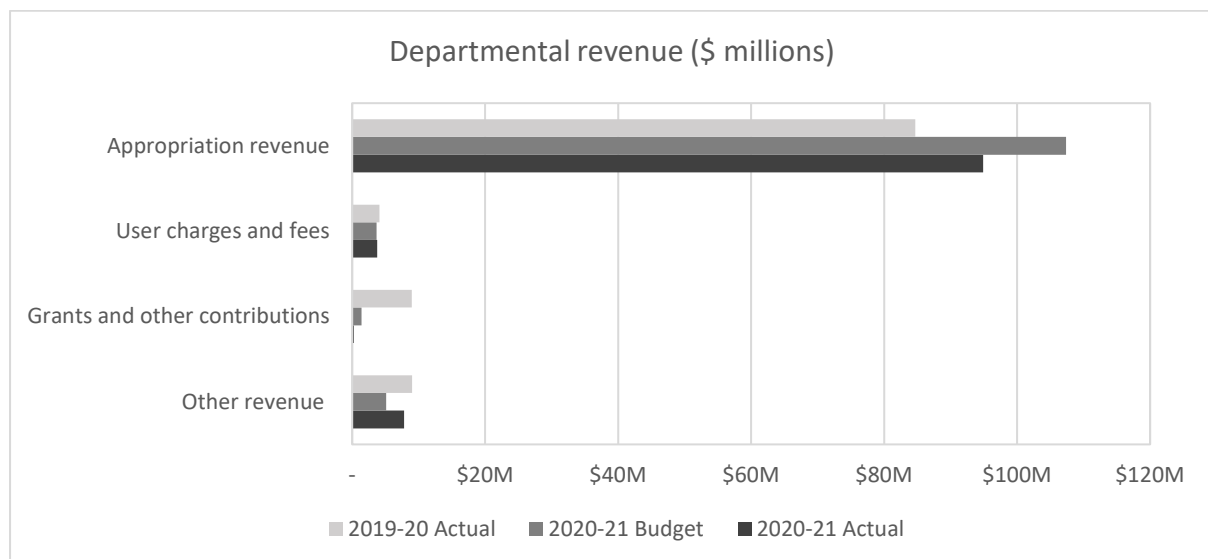
The total departmental revenue for 2020–2021 was \$106.75 million, representing no change from the previous year.

The year-on-year increase in appropriation revenue of \$10.22 million is primarily due to increased appropriation received for the COVID-19 Response and Recovery Taskforce (\$8.02 million) and the 2032 Taskforce (\$1.64 million).

This was offset by the year-on-year reduction in other revenue categories of \$10.23 million primarily due to the 2032 Taskforce (\$4.79 million), federal funding for the Queensland Anzac Centenary (\$4.12 million) and, the COVID-19 Response and Recovery Taskforce (\$1.37 million).

Appropriation funding is the department's main source of revenue and comprises 89 per cent of the department's revenue.

Figure 1 – Comparison of revenue performance from prior year.

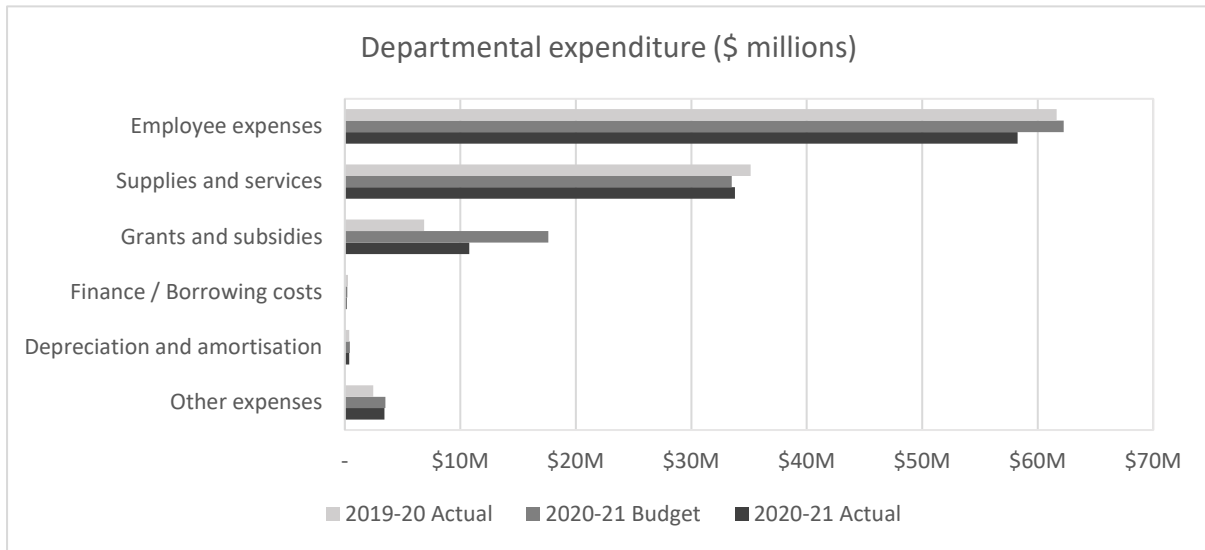


Department expenditure

Total expenditure for the year ending 30 June 2021 was \$106.75 million, representing no change from the previous year.

Year-on-year, employee expenses decreased by \$3.37 million primarily due to a reduced number of FTEs, while other expense categories increased by \$3.37 million primarily due to the COVID-19 Response and Recovery Taskforce (\$6.81 million), offset by the 2032 Taskforce (\$1.93 million). These figures are supported in Figure 2 below.

Figure 2 – Comparison of expenditure performance from prior year.



Summary of financial position

The department's total asset position was \$30.75 million at 30 June 2020, representing a decrease from the previous year of \$16.07 million.

The department recorded a decrease in cash assets and payables due to a smaller end of financial year appropriation payable. This represents lapsed funding to be returned to Queensland Treasury or deferred to 2021–2022.

The department has loan receivable assets and interest-bearing liabilities for loans provided to Screen Queensland through the Revolving Film Finance Fund (RFFF) to support film production across the state.

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

Figure 3 – Comparison of asset performance from prior year.

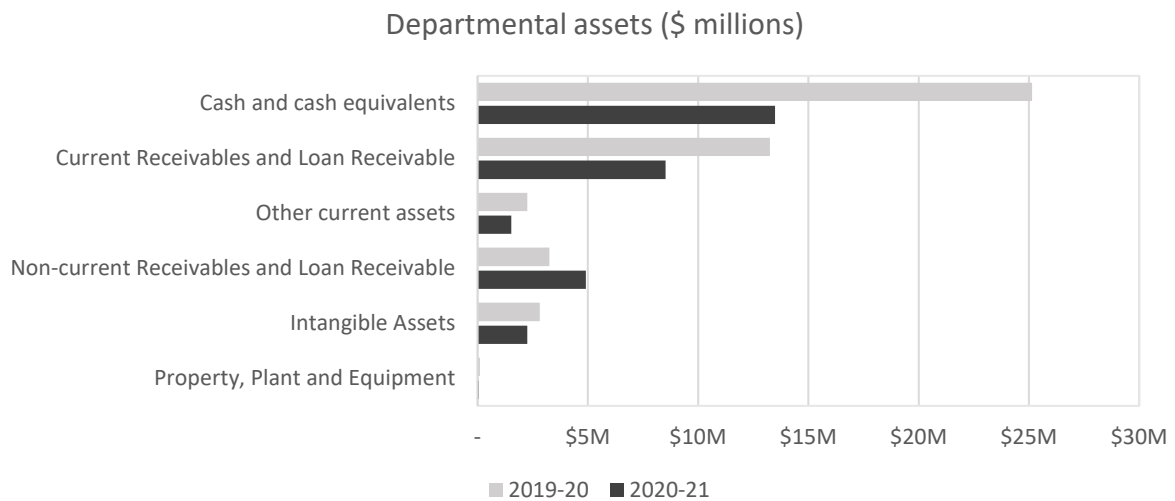
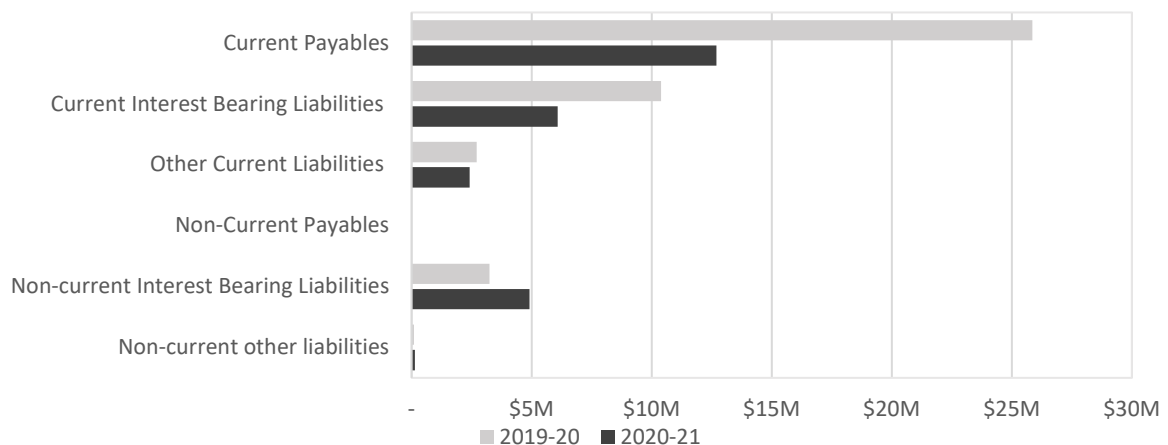


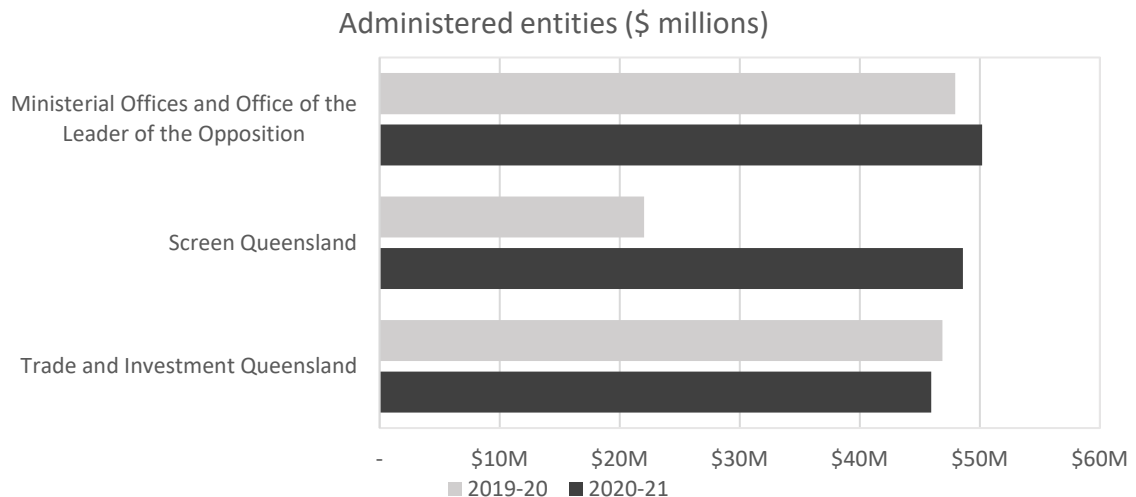
Figure 4 – Comparison of liability performance from prior year.



Administered funding

For the year ended 30 June 2020, the department's administered funding was \$144.70 million, an increase of \$27.84 million (24 per cent) from the previous year. This is primarily attributable to increased grants provided to Screen Queensland (\$26.55 million).

Figure 5 – Comparison of administered funding from prior year.



Chief Finance Officer Assurance

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

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



Queensland
Government

Department of the Premier and Cabinet
Financial Statements
for the year ended 30 June 2021

Department of the Premier and Cabinet

Financial Statements for the year ended 30 June 2021

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**Department of the Premier and Cabinet
Statement of Comprehensive Income
for the year ended 30 June 2021**

	Notes	Economic Entity		Parent Entity	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Income					
Appropriation revenue	B1-1	94,905	84,676	94,905	84,676
User charges and fees	B1-2	4,662	5,206	3,784	4,090
Grants and other contributions	B1-3	48,849	30,992	267	8,957
Other revenue	B1-4	9,862	9,684	7,797	9,027
Total Income		158,278	130,558	106,753	106,750
Expenses					
Employee expenses	B2-1	61,262	64,548	58,260	61,629
Supplies and services	B2-2	35,155	36,634	33,769	35,142
Grants and subsidies	B2-3	23,635	27,976	10,776	6,866
Finance/borrowing costs	B2-4	198	303	145	276
Depreciation and amortisation	B2-5	2,829	2,748	370	384
Other expenses	B2-6	3,490	2,502	3,433	2,453
Total Expenses		126,569	134,711	106,753	106,750
Operating Result for the Year		31,709	(4,153)	-	-
Total Comprehensive Income		31,709	(4,153)	-	-

The accompanying notes form part of these financial statements.

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

**Department of the Premier and Cabinet
Statement of Financial Position
as at 30 June 2021**

	Notes	Economic Entity		Parent Entity	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Current Assets					
Cash and cash equivalents	C1	51,620	55,000	13,491	25,138
Receivables and loans receivable	C2	29,325	14,023	8,524	13,249
Other current assets	C3	1,594	2,325	1,533	2,256
Total Current Assets		82,539	71,348	23,548	40,643
Non-current Assets					
Receivables and loans receivable	C2	4,900	3,232	4,909	3,247
Intangible assets	C4	2,250	2,823	2,250	2,823
Plant and equipment	C5	3,312	2,276	42	107
Right-of-use-assets	C10	4,409	5,989	-	-
Total Non-current Assets		14,871	14,320	7,201	6,177
Total Assets		97,410	85,668	30,749	46,820
Current Liabilities					
Payables	C6	12,034	27,251	12,693	25,858
Interest-bearing liabilities	C7	6,084	10,384	6,084	10,384
Accrued employee benefits	C8	2,011	2,171	1,801	1,969
Other liabilities	C9	620	780	612	741
Lease liabilities	C10	1,734	1,718	-	-
Total Current Liabilities		22,483	42,304	21,190	38,952
Non-current Liabilities					
Interest-bearing liabilities	C7	4,909	3,247	4,909	3,247
Accrued employee benefits	C8	30	53	-	-
Other liabilities	C9	130	124	130	101
Lease liabilities	C10	2,612	4,403	-	-
Total Non-current Liabilities		7,681	7,827	5,039	3,348
Total Liabilities		30,164	50,131	26,229	42,300
Net Assets		67,246	35,537	4,520	4,520
Equity					
Accumulated surplus/(deficit)		67,246	35,537	4,520	4,520
Total Equity		67,246	35,537	4,520	4,520

The accompanying notes form part of these financial statements.

**Department of the Premier and Cabinet
Statement of Changes in Equity
for the year ended 30 June 2021**

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus				
Balance as at 1 July	35,537	39,833	4,520	4,520
Operating Result	31,709	(4,153)	-	-
Adjustment for initial application of AASB 16 <i>Leases</i>	-	(143)	-	-
Balance as at 30 June	67,246	35,537	4,520	4,520

The accompanying notes form part of these financial statements.

**Department of the Premier and Cabinet
Statement of Cash Flows
for the year ended 30 June 2021**

	Notes	Economic Entity		Parent Entity	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
<i>Inflows:</i>					
Service appropriation receipts	B1-1	78,335	93,330	78,335	93,330
User charges and fees		6,688	5,617	3,729	4,116
Grants and other contributions		27,214	32,774	762	9,555
Interest receipts		324	783	145	276
GST input tax credits from ATO		6,774	4,937	4,277	3,799
GST collected from customers		448	218	274	142
Other		6,036	2,955	6,112	2,955
<i>Outflows:</i>					
Employee expenses		(60,320)	(62,034)	(57,146)	(59,161)
Supplies and services		(33,545)	(35,638)	(32,092)	(34,041)
Grants and subsidies		(21,397)	(28,573)	(8,649)	(7,573)
Finance/borrowing costs		(145)	-	(145)	(276)
GST paid to suppliers		(5,827)	(6,589)	(4,010)	(4,159)
GST remitted to ATO		(379)	(300)	(209)	(221)
Other		(2,929)	(2,693)	(2,928)	(2,693)
Net cash provided by operating activities		1,277	4,787	(11,545)	6,049
Cash flows from investing activities					
<i>Inflows:</i>					
Loans and advances redeemed		2,945	10,707	3,691	11,094
<i>Outflows:</i>					
Payments for plant and equipment		(2,043)	(113)	-	(8)
Payments for intangibles		(102)	(556)	(102)	(556)
Loans and advances made		(909)	(5,430)	(909)	(5,430)
Net cash used in investing activities		(108)	4,608	2,681	5,100
Cash flows from financing activities					
<i>Inflows:</i>					
Proceeds from borrowings		909	5,430	909	5,430
<i>Outflows:</i>					
Borrowing redemptions		(3,691)	(11,094)	(3,691)	(11,094)
Repayment of Lease Liabilities		(1,766)	(1,658)	-	-
Net cash provided by financing activities		(4,549)	(7,322)	(2,783)	(5,664)
Net increase/(decrease) in cash and cash equivalents		(3,380)	2,073	(11,647)	5,485
Cash and cash equivalents - opening balance		55,000	52,927	25,138	19,653
Cash and cash equivalents at end of financial year	C1	51,620	55,000	13,491	25,138

The accompanying notes form part of these financial statements.

Department of the Premier and Cabinet
Notes to the Statement of Cash Flows
for the year ended 30 June 2021

Reconciliation of Operating Result to Net Cash Provided by Operating Activities

	Notes	Economic Entity		Parent Entity	
		2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000
Operating surplus/(deficit)		31,709	(4,153)	-	-
Non-cash items included in operating results:					
Depreciation and amortisation expense	B2-5	2,829	2,748	370	384
Interest capitalised to borrowings	B2-4	145	276	-	-
Services received below fair value		-	(18)	-	(18)
Other non cash items		(62)	27	-	-
Work in progress write-off		358	-	358	-
Change in assets and liabilities:					
Increase/(decrease) in deferred appropriation refundable to Consolidated Fund		(16,570)	8,654	(16,570)	8,654
(Increase)/decrease in trade debtors		(19,119)	(1,359)	857	(1,358)
(Increase)/decrease in other receivables		(9)	1,671	(20)	1,409
(Increase)/decrease in GST receivable		770	(1,470)	133	(218)
(Increase)/decrease in long service leave reimbursement receivables		(18)	102	(18)	102
(Increase)/decrease in annual leave reimbursement receivables		(527)	407	(527)	407
(Increase)/decrease in other current assets		512	(1,047)	512	(1,047)
(Increase)/decrease in prepayments/others		219	(976)	211	(969)
Increase/(decrease) in GST payable		41	(4)	-	-
Increase/(decrease) in payables		1,337	300	3,417	(772)
Increase/(decrease) in accrued employee benefits		(183)	(300)	(168)	(392)
Increase/(decrease) in contract liabilities		(154)	(71)	(100)	(133)
Net cash provided by operating activities		1,277	4,787	(11,545)	6,049

Changes in liabilities arising from financing activities

	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Economic Entity 2021	Opening Balance	New Lease Acquired	Cash Received	Cash Repayments	Other Non Cash	Closing Balance
Lease Liabilities	6,121	-	-	(1,767)	(9)	4,346
Borrowings	13,631	-	909	(3,691)	145	10,993

Parent Entity 2021

Borrowings	13,631		909	(3,691)	145	10,993
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Economic Entity 2020

Lease Liabilities	5,878	1,965	-	(1,658)	(64)	6,121
Borrowings	19,019	-	5,430	(11,094)	276	13,631

Parent Entity 2020

Borrowings	19,019	-	5,430	(11,094)	276	13,631
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Department of the Premier and Cabinet
Statement of Comprehensive Income by Major Departmental Services
for the year ended 30 June 2021

	Policy Advice, Coordination and Cabinet Support		Strategy and Engagement Service		Government Services		Legislative Drafting and e-Publishing		Inter-departmental services eliminations		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Income												
Appropriation revenue	29,203	32,784	20,731	23,068	32,306	15,670	11,899	12,388	766	766	94,905	84,676
User charges and fees	326	421	645	606	1,831	2,087	58	7	924	969	3,784	4,090
Grants and other contributions	-	112	60	278	207	8,524	-	43	-	-	267	8,957
Other revenue	5,219	4,999	670	520	1,707	3,358	201	150	-	-	7,797	9,027
Total Income	34,748	38,316	22,106	24,472	36,051	29,639	12,158	12,588	1,690	1,735	106,753	106,750
Expenses												
Employee expenses	26,262	27,280	12,424	13,755	10,317	11,291	8,491	8,537	766	766	58,260	61,629
Supplies and services	7,904	10,152	6,274	7,498	15,320	12,723	3,347	3,799	924	970	33,769	35,142
Grants and subsidies	134	457	378	862	10,251	5,543	13	4	-	-	10,776	6,866
Depreciation and amortisation	96	108	33	31	16	13	225	232	-	-	370	384
Finance/borrowing costs	145	276	-	-	-	-	-	-	-	-	145	276
Other expenses	207	43	2,997	2,326	147	67	82	17	-	-	3,433	2,453
Total Expenses	34,748	38,316	22,106	24,472	36,051	29,639	12,158	12,588	1,690	1,735	106,753	106,750
Total Comprehensive Income	-	-	-	-	-	-	-	-	-	-	-	-

**Department of the Premier and Cabinet
Statement of Assets and Liabilities by Major Departmental Services
as at 30 June 2021**

	Policy Advice, Coordination and Cabinet Support		Strategy and Engagement Service		Government Services		Legislative Drafting and e-Publishing		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash and cash equivalents	380	2,082	1,117	1,632	10,094	22,999	1,900	(1,575)	13,491	25,138
Receivables and loans receivable	7,216	11,496	395	334	746	1,296	167	123	8,524	13,249
Other current assets	764	561	155	4	442	1,406	172	285	1,533	2,256
Total Current Assets	8,360	14,139	1,667	1,970	11,282	25,701	2,239	(1,167)	23,548	40,643
Non-current Assets										
Receivables and loans receivable	4,909	3,247	-	-	-	-	-	-	4,909	3,247
Intangible assets	220	356	61	170	105	217	1,864	2,080	2,250	2,823
Plant and equipment	-	-	14	35	-	-	28	72	42	107
Total Non-current Assets	5,129	3,603	75	205	105	217	1,892	2,152	7,201	6,177
Total Assets	13,489	17,742	1,742	2,175	11,387	25,918	4,131	985	30,749	46,820
Current Liabilities										
Payables	763	827	1,226	721	10,470	24,110	234	200	12,693	25,858
Interest-bearing liabilities	6,084	10,384	-	-	-	-	-	-	6,084	10,384
Accrued employee benefits	578	822	302	416	719	478	202	253	1,801	1,969
Other Liabilities	612	741	-	-	-	-	-	-	612	741
Total Current Liabilities	8,037	12,774	1,528	1,137	11,189	24,588	436	453	21,190	38,952
Non-current Liabilities										
Interest-bearing liabilities	4,909	3,247	-	-	-	-	-	-	4,909	3,247
Other Liabilities	130	101	-	-	-	-	-	-	130	101
Total Non-current Liabilities	5,039	3,348	-	-	-	-	-	-	5,039	3,348
Total Liabilities	13,076	16,122	1,528	1,137	11,189	24,588	436	453	26,229	42,300

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

A1: Objectives and Principal Activities of the Department

The Department of the Premier and Cabinet (DPC) is responsive, effective and accountable in serving the Premier and Cabinet and the people of Queensland. The department's vision is 'succeeding together to achieve a better life for all Queenslanders'.

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

- Innovative, effective policy: lead the policy development process across government, ensuring effective outcomes for Queenslanders.
- Strategic advantage for Queensland: inform the strategic direction of government.
- Strong, accountable government: ensure the delivery of a strong system of government.
- A high-performing workforce: maintain a high-performing and responsive workforce.

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

The major services delivered by the department are as follows:

- **Policy Advice and Coordination, and Cabinet Support service** – leads the public sector to achieve strong policy outcomes for the Government and provide advice and support to the Premier and Cabinet.
- **Strategy and Engagement** – informs the strategic direction of Government and leads the Government's externally-focused activities. This is achieved through targeted communications, research and engagement with the community, businesses and stakeholders locally and internationally.
- **Government Services** – provides high-level constitutional, legal and public administration support to the Premier and Cabinet, as well as supporting Ministerial Offices and the Office of the Leader of the Opposition. It also provides a central point of contact for veterans' matters and coordinates the delivery of the Government's commitments to support veterans.
- **Legislative Drafting and e-Publishing (LDeP)** – drafts and provides access to Queensland legislation of the highest standard.

Administered items

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

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

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

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

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

DPC also administers funding for Trade and Investment Queensland (TIQ) and Screen Queensland Pty Ltd (SQ). Financial statements and variance explanations in relation to administered items appear in the notes to Departmental Financial Statements. Further information can be obtained by referring to the Public Reports of office expenses tabled twice-yearly in Parliament.

Section B: Notes about our Financial Performance

B1: Revenue

B1-1: Appropriation Revenue

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

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Budgeted appropriation revenue	87,757	108,273	87,757	108,273
Lapsed departmental services appropriation	(9,422)	(14,943)	(9,422)	(14,943)
Total appropriation receipts (Cash)	78,335	93,330	78,335	93,330
Less: Opening balance of non-current appropriation receivable	-	(3,322)	-	(3,322)
Plus: Effect of adoption of new accounting standards	-	3,322	-	3,322
Plus: Opening balance of deferred appropriation payable to Consolidated Fund (Refer to Note C6)	19,618	10,964	19,618	10,964
Less: Closing balance of deferred appropriation payable to Consolidated Fund (Refer to Note C6)	(3,048)	(19,618)	(3,048)	(19,618)
Appropriation Revenue recognised in the Statement of Comprehensive Income	94,905	84,676	94,905	84,676

Appropriations provided under the *Appropriation (2020-2021) Act 2021* are recognised as revenue when received. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund at year end (a deferred appropriation repayable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with Consolidated Fund for the reporting period.

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

B1-2: User Charges and Fees

Corporate services partnership agreements	3,273	3,529	3,273	3,527
Sales of goods/services	511	496	511	496
Other	878	1,181	-	67
Total	4,662	5,206	3,784	4,090

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

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

User charges includes transactions of \$0.852M (2019-20: \$0.78M) with related parties represented by other Queensland Government entities, none of which are considered individually material and primarily represent the recovery of corporate costs provided by the department.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

B1-3: Grants and Other Contributions

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Contributions from Queensland Government departments	48,699	26,874	117	4,839
Commonwealth contributions	150	4,118	150	4,118
Total	48,849	30,992	267	8,957

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

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department 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, except for special purpose capital grants received to construct non-financial assets to be controlled by the department. At 30 June 2021, the department and the controlled entity have not received any special purpose capital grants.

Contributions from Queensland Government departments are related party transactions.

B1-4: Other Revenue

Graduate Program ⁽¹⁾	4,555	4,388	4,555	4,388
Interest Receipts	418	760	145	276
Sponsorships	327	229	402	228
Goods/Services Received Below Fair Value ⁽²⁾	2,296	3,990	2,296	3,990
Other	2,266	317	399	145
Total	9,862	9,684	7,797	9,027

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

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

In 2019-20 the Queensland Government established the 2032 Taskforce to prepare a detailed study and determine the overarching value proposition of hosting the Olympic and Paralympic Games in 2032 (the 2032 Games). Following the completion of the Value Proposition Assessment the Queensland Government announced it would pursue hosting the 2032 Games with support from all levels of Government. After a period of being placed on hold due to the COVID-19 pandemic, the Queensland Government progressed the Brisbane 2032 candidature in conjunction with Games partners and the International Olympic Committee's (IOC) Future Host Commission. The Brisbane 2032 Candidature was submitted to the IOC in May 2021 with the full IOC subsequently voting to award the 2032 Games to Brisbane, Queensland on 21 July 2021. The department received in-kind contribution of \$0.695M (2019-20: \$1.865M) towards the 2032 Taskforce from other Queensland Government Agencies. Refer to note B2-1.

The department also received in-kind contribution from other Queensland Government Agencies of \$0.562M (2019-20: \$1.241M) towards the COVID-19 Taskforce. This Taskforce has been charged with coordinating the whole-of-government response to the COVID-19 situation in Queensland. Refer to note B2-1.

The department also received in-kind contributions from other Queensland Government Agencies of \$0.288M (2019-20: \$0.126M) towards the Public Sector Reform Office. The Public Sector Reform Office was established to implement public sector reforms, including overseeing the Government's response to the Bridgman Review.

In-kind contributions provided toward the 2032 Taskforce, COVID-19 Response and Recovery Taskforce and Public Sector Reform Office predominantly relates to the operations, salaries and wages met by other government agencies.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

B2: Expenses

B2-1 Employee Expenses	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Employee Benefits				
Wages and salaries	47,318	48,465	44,680	46,043
Employer superannuation contributions	6,008	6,017	5,766	5,780
Annual leave levy	4,414	4,725	4,424	4,637
Long service leave levy	1,084	1,062	1,084	1,062
Termination benefits	95	67	95	67
Other employee benefits	569	623	550	577
Employee Related Expenses				
Workers' compensation premium	46	58	37	51
Other employee related expenses	219	459	115	340
Goods and services received below fair value ⁽²⁾	1,509	3,072	1,509	3,072
Total	61,262	64,548	58,260	61,629
Number of Employees				
Paid Full Time Equivalent (FTE) Employees ⁽¹⁾	430	482	405	457
Employee's services received below fair value ⁽²⁾	12	42	12	42
Total Employees	442	524	417	499

⁽¹⁾ This data is based upon the fortnight ending 2 July 2021.

⁽²⁾ This relates to officers working in the department from other Queensland Government agencies who continue to be paid by their home agency payroll system (refer to note B1-4).

Wages and salaries are recognised based on the period where service has been received. Sick leave is non-vesting, and the expense is recognised as it is taken.

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

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

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

The superannuation expense for the controlled entity reflects payments incurred in relation to employees' terms and conditions of employment. The controlled entity contributes to several superannuation funds. Contributions are expensed as they are incurred.

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

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

The department undertakes a whole of government policy futures graduate program which employed 46 graduates as at 30 June (2019-20: 61). The graduate FTE numbers are included in the department totals stated.

Key management personnel and remuneration disclosures are detailed in Note G1.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

B2-2: Supplies and Services	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Building services ⁽¹⁾	9,961	9,633	9,962	9,638
Professional services	2,326	1,227	2,222	1,068
Consultants and contractors	2,104	7,879	2,104	7,879
Advertising and communications	12,071	6,658	11,962	6,523
Information technology bureau services	4,242	4,844	4,044	4,669
Outsourced corporate support	1,433	1,401	1,433	1,402
Hospitality and official functions	261	350	249	329
Travel	293	504	271	401
Venue hire	158	203	158	203
Telephone and communications support	272	289	242	263
Lease expenses	369	360	-	-
Other	1,665	3,286	1,122	2,767
Total	35,155	36,634	33,769	35,142

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

Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note C10 for the breakdown of lease expenses and other lease disclosures.

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

Supplies and services for the economic entity include transactions of \$14.518M (2019-20: \$13.33M) with related parties represented by other Queensland Government entities. Included in this amount is \$9.881M (2019-20: \$9.47M) for property rent at market rate charged by the Department of Energy and Public Works for the year ended 30 June 2021.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

B2-3: Grants and Subsidies	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Recurrent				
Grants to private sector entities	14,128	22,272	270	1,164
Grants to government entities and not-for-profit entities	1,482	1,616	1,482	1,616
Total recurrent	15,610	23,888	1,752	2,780
Capital				
Grants to government entities and not-for-profit entities	-	1,080	-	1,079
Total capital	-	1,080	-	1,079
Subsidy payments				
Contributions	5,310	2,296	6,309	2,295
Donations and gifts made	2,715	712	2,715	712
Total subsidy payments	8,025	3,008	9,024	3,007
Total	23,635	27,976	10,776	6,866

Grants occur when a payment or contribution is made to an organisation or person in return for performance of a certain objective in compliance with certain terms and conditions, and which does not directly give approximately equal value in return to the department.

A subsidy payment is a payment or contribution made to an organisation or person which is in essence, a form of financial assistance to reduce all or part of the costs of a recipient in meeting its own objectives.

Grants and subsidies are recognised when the obligation for a transfer of resources arises according to the terms of the funding agreement.

Grants and subsidies for the economic entity include transactions of \$5.976M (2019-20: \$2.67M) with related parties represented by other Queensland Government entities.

B2-4 Finance/Borrowing Costs

Interest on borrowings	145	276	145	276
Interest on lease liabilities	53	27	-	-
Total	198	303	145	276

Finance costs are recognised as an expense in the period in which they are incurred.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

B2-5 Depreciation and Amortisation

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Depreciation and amortisation	1,310	1,123	370	384
Depreciation - Right-of-use asset	1,519	1,625	-	-
	2,829	2,748	370	384

B2-6 Other Expenses

Sponsorships	2,958	2,347	2,958	2,347
External audit fees ⁽¹⁾	127	127	92	92
Insurance premiums - QGIF	38	28	23	13
Other ⁽²⁾	367	-	360	1
Total	3,490	2,502	3,433	2,453

⁽¹⁾ Total audit fees quoted by the Queensland Audit Office (QAO) relating to the 2020-21 financial statements was \$219,000 (2019-20: \$219,000). This fee includes an internal allocation of \$92,000 (2019-20: \$92,000) for audit services to the administered entity, Ministerial Offices and Office of the Leader of the Opposition. There are no non-audit services included in the amount.

⁽²⁾ The \$0.358M relates to the write-off of the Joiners, Leavers and Movers (JLM) legacy system. Refer to note C4 Intangible Assets.

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

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

Section C: Notes about our Financial Position

C1: Cash and Cash Equivalents

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Imprest accounts	1	1	1	1
Cash at bank and on hand	51,619	54,999	13,490	25,137
Total	51,620	55,000	13,491	25,138

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June 2021.

All departmental bank accounts are grouped within the whole of government set-off arrangement with the Queensland Treasury Corporation (QTC) and as such, do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balances accrues to the Consolidated Fund.

The majority of cash funds of the controlled entity are held with QTC.

C2: Receivables and Loans Receivable

Current

Trade debtors	20,929	1,811	903	1,760
GST input tax credits receivable	1,283	2,053	445	578
GST payable	(42)	(1)	-	-
Net GST receivable	1,241	2,052	445	578
Loans receivable	6,052	9,611	6,084	10,384
Annual leave reimbursements	921	394	921	394
Long service leave reimbursements	147	129	147	129
Other receivables	35	26	24	4
Total current receivables and loans receivable	29,325	14,023	8,524	13,249

Non-current

Loans receivable	4,900	3,232	4,909	3,247
Total non-current receivables and loans receivable	4,900	3,232	4,909	3,247

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

Settlement of trade debtors is generally required within 30 days from the invoice date for the department and 14 days from the invoice date for the controlled entity.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

C2: Receivables and Loans Receivable (cont'd)

Loan receivables are represented solely by the Revolving Film Finance Fund (RFFF). The RFFF provides secured loans to cash flow film and television productions and for infrastructure projects that will benefit the film and television industry. It is administered by SQ on behalf of the Government. All funds are drawn from QTC which is a related party. Applicants apply for the loan through SQ and once approved, the department recognises a loan receivable from SQ and payable to QTC (Note C7) with interest (determined by applying the simple interest method of calculating interest charge) passed onto SQ. This means that all costs incurred by the department in managing the RFFF are passed onto SQ.

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

Annual Leave (AL) and Long Service Leave (LSL) reimbursements represent the amounts recoverable from the whole-of-government AL and LSL schemes that are claimed quarterly in arrears (refer Note B2-1).

C3: Other Current Assets

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Prepayments and Other	1,059	1,278	998	1,209
Contract assets	535	1,047	535	1,047
Total Other current assets	1,594	2,325	1,533	2,256

Contract assets arise from contracts with customers and are transferred to receivables when the department and its controlled entity right to payment becomes unconditional, this usually occurs when the invoice is issued to the customer.

Accrued revenue that does not arise from contracts with customers are reported as part of Prepayments and Other.

C4: Intangible Assets

Software Internally Generated

At cost	5,655	5,915	5,655	5,915
Less: Accumulated amortisation	(3,482)	(3,519)	(3,482)	(3,519)
Carrying amount at 30 June	2,173	2,396	2,173	2,396

Software Work in Progress

At cost	77	427	77	427
Carrying amount at 30 June	77	427	77	427

Total

	2,250	2,823	2,250	2,823
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**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

C4: Intangible Assets (cont'd)

Intangible Assets Reconciliation	Software Internally Generated		Software WIP		Total	
	2021	2020	2021	2020	2021	2020
Economic Entity	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	2,396	2,486	427	144	2,823	2,631
Acquisitions	-	225	102	283	102	507
Transfers between classes	94	-	(94)	-	-	-
Write-off	-	-	(358)	-	(358)	-
Amortisation	(317)	(315)	-	-	(317)	(315)
Carrying amount at 30 June	2,173	2,396	77	427	2,250	2,823

Intangible Assets Reconciliation	Software Internally Generated		Software WIP		Total	
	2021	2020	2021	2020	2021	2020
Parent Entity	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	2,396	2,486	427	144	2,823	2,631
Acquisitions	-	225	102	283	102	507
Transfers between classes	94	-	(94)	-	-	-
Write-off ⁽¹⁾	-	-	(358)	-	(358)	-
Amortisation	(317)	(315)	-	-	(317)	(315)
Carrying amount at 30 June	2,173	2,396	77	427	2,250	2,823

⁽¹⁾ The \$0.358M relates to the write-off of the Joiners, Leavers and Movers (JLM) legacy system. Refer to note B2-6 Other Expenses.

C4-1: Recognition and Measurement

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

There is no active market for any of the department's intangible assets. As such, intangible assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

C4-2: Amortisation Expense and Impairment

Amortisation Expense

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

Key Judgement: Straight-line amortisation is used reflecting the progressive, even consumption of future economic benefits over the assets' useful life to the department and consolidated entity.

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

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

Impairment

Intangible assets are assessed annually for impairment using a combination of external and internal impairment indicators. Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

C5: Plant and Equipment (cont'd)

C5-2: Recognition and Measurement

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

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

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

C5-3: Depreciation Expense and Impairment

Depreciation Expense

Plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to the department. Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within plant and equipment.

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

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

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

Assets under construction (work-in-progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is the earlier. These assets are then reclassified to the relevant class within plant and equipment.

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

Impairment

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

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

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

No items of plant and equipment were impaired at 30 June 2021.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

C6: Payables

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Deferred appropriation payable to Consolidated Fund	3,048	19,618	3,048	19,618
Trade creditors and accruals	8,146	5,304	9,063	4,001
Grants and subsidies payable	354	1,994	354	1,994
Other	486	335	228	245
Total Current Payables	12,034	27,251	12,693	25,858

Trade creditors are recognised upon receipt of the goods or 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.

C7: Interest-Bearing Liabilities

Current

Queensland Treasury Corporation borrowings	6,084	10,384	6,084	10,384
Total Current	6,084	10,384	6,084	10,384

Non-Current

Queensland Treasury Corporation borrowings	4,909	3,247	4,909	3,247
Total Non-Current	4,909	3,247	4,909	3,247

QTC borrowings disclosed in the statements are on behalf of SQ for the Revolving Film Finance Fund (RFFF) facility (refer to note C2). QTC is a related party. These borrowings are established initially at a fixed interest rate. The applicable rates for 2020-21 were 0.190% to 2.080% (2019-20: 0.37% to 2.99%). There have been no defaults or breaches of the loan agreements during the period.

Repayment dates vary from one to forty months (2019-20: one to twenty-three months). The maturity profile is disclosed in note D3. Principal and interest repayments were made quarterly in arrears. Where an extension of the original term is requested, the department has an option to refinance the loan as a variable rate loan. This option was adopted in 2020-21. Refer to the Disclosures about Sensitivity to Interest Rate Movements table.

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

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

The fair value of interest-bearing liabilities and weighted average borrowing rates are set out in Note D3-4.

**Department of the Premier and Cabinet
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C7: Interest-Bearing Liabilities (cont'd)

Disclosures about Sensitivity to Interest Rate Movements

The following interest rate sensitivity analysis depicts the outcome on net income if interest rates would change by +/-1% from the year end rates as applied to the department's variable rate borrowings from QTC for 2020-21.

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

The borrowings from QTC with variable rate is \$6.797M for 2020-21 (2019-20: Nil). The impact of these interest rate movements are mitigated through loan receivable agreements made between the department and SQ.

C8: Accrued Employee Benefits

	Economic Entity		Parent Entity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Long service leave levy payable	323	329	269	293
Annual leave payable	1,283	1,393	1,127	1,227
Accrued salaries and wages	405	449	405	449
Total Current	2,011	2,171	1,801	1,969
Non-Current				
Accrued long service leave	30	53	-	-
Total Non-Current	30	53	-	-

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

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

**Department of the Premier and Cabinet
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C9: Other Liabilities	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Contract Liabilities	620	780	612	741
Total Current	620	780	612	741
Non-Current				
Contract Liabilities	130	124	130	101
Total Non-Current	130	124	130	101

Contract liabilities at 30 June 2021 represents advance payments the department has received from participating departments for the whole-of-government policy graduates' program. The program recruit's graduates under a two-year program. Revenue will be recognised over the two years as performance obligations are satisfied.

C10: Right-of-Use Assets and Lease Liabilities - Leases as Lessee

Office Accommodations	Economic Entity	
	2021	2020
Right-of-use assets	\$'000	\$'000
Opening balance at 1 July	5,989	5,735
Additions	-	1,965
Disposals/ derecognition	(61)	(86)
Depreciation charge	(1,519)	(1,625)
Closing balance at 30 June	4,409	5,989
Lease liabilities		
Current	1,734	1,718
Non-current	2,612	4,403
Total	4,346	6,121

Right-of-use assets

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

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

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

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

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

**Department of the Premier and Cabinet
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C10: Right-of-Use Assets and Lease Liabilities - Leases as Lessee (cont'd)

Lease liabilities

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

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

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

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

Disclosures – Leases as lessee

(i) Details of leasing arrangements as lessee

The controlled entity enters into lease arrangements for the following office accommodations:

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

(ii) Office accommodation and motor vehicles

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

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
<i>(iii) Amounts recognised in profit or loss</i>	\$'000	\$'000	\$'000	\$'000
Interest expense on lease liabilities	53	27		
Breakdown of 'Lease expenses' included in Note B2-2				
-Expenses relating to short-term leases		-		
Income from subleasing included in Note B1-4		-		4
<i>(iv) Total cash outflow for leases</i>	1,767	1,658		

**Department of the Premier and Cabinet
Notes to the Financial Statements
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Section D: Notes about Risk and Other Accounting Uncertainties

D1: Financial Contingencies

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

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

D2: Financial Commitments

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
D2-1: Capital Expenditure Commitments				
Not later than one year	-	116	-	116
Total Capital Expenditure Commitments	-	116	-	116
D2-2: Future Screen Commitments ⁽¹⁾				
Not later than one year	4,764	11,051	-	-
Later than one year and not later than five years	16,660	8,400	-	-
Total Future Screen Commitments	21,424	19,451	-	-

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

D3: Financial Risk Disclosures

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

D3-1: Financial Instrument Categories

Financial Assets

Cash and cash equivalents	C1	51,620	55,000	13,491	25,138
Receivables and loans receivable at amortised cost	C2	34,225	17,255	13,433	16,496
Total Financial Assets		85,845	72,255	26,924	41,634

Financial Liabilities

Payables	C6	12,034	27,251	12,693	25,858
Interest bearing liabilities - QTC borrowings	C7	10,993	13,631	10,993	13,631
Lease Liabilities	C10	4,346	6,121	-	-
Total Financial Liabilities at amortised cost		27,373	47,003	23,686	39,489

**Department of the Premier and Cabinet
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D3-2: Financial Risk Management

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

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

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

Credit Risk

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

This credit risk is mitigated through the use of a credit management strategy. The strategy involves the SQ board approving all new loan arrangements after a comprehensive application process and an ongoing monitoring process. All loan arrangements are initially on a secured, fixed term, interest bearing basis (refer C7).

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

The controlled entity has individually assessed each loan for impairment. No loans were impaired for 2019-20 and 2020-21.

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

Liquidity Risk

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

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

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

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

Liquidity Risk – Contractual Maturity of Financial Liabilities

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

Economic Entity	2021 Contractual Maturity				2020 Contractual Maturity			
	Total	< 1 Year	1-5 Years	> 5 Years	Total	< 1 Year	1-5 Years	> 5 Years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Payables	8,146	8,146	-	-	5,304	5,304	-	-
QTC borrowings	11,055	6,108	4,948	-	13,776	10,468	3,308	-
Lease liabilities	4,346	1,734	2,612	-	6,424	1,772	4,433	219
Total	23,548	15,988	7,560	-	25,504	17,544	7,741	219

Market Risk

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

The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices. The department is exposed to interest rate risk through its borrowings from QTC (Note C7).

**Department of the Premier and Cabinet
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D3: Financial Risk Disclosures (cont'd)

D3-3: Financial Assets

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

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

The department has assessed each debtor individually for impairment. No debtors were impaired for 2020-21 (2019-20: nil).

D3-4: Fair Value Disclosures

	Economic Entity				Parent Entity			
	2021		2020		2021		2020	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets								
Loans receivable	10,952	10,952	12,843	12,843	10,993	11,010	13,631	13,729
Total	10,952	10,952	12,843	12,843	10,993	11,010	13,631	13,729
Financial Liabilities								
Interest-bearing liabilities	10,993	13,729	13,631	13,729	10,993	13,729	13,631	13,729
Total	10,993	13,729	13,631	13,729	10,993	13,729	13,631	13,729

All financial assets and liabilities are measured at cost.

The fair value of borrowings is notified by QTC and is calculated using a weighted average rate. For the year ended 30 June 2021, the weighted average borrowing rate was 0.594% (2019-20: 2.09%), ranging from 0.305% to 1.205%. (2019-20: 0.49% to 3.09%).

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

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

D4: Events Occurring after Balance Date

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

**Department of the Premier and Cabinet
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Section E: Notes about our Performance compared to Budget

This section contains explanations of major variances between the department's actual 2020-21 financial results and the budget presented to Parliament.

No budgeted Statement of Financial Position or Statement of Cash Flows were presented to Parliament for the 2020-21 financial year. Only the budgeted Statement of Comprehensive Income was presented to Parliament. Consequently, no disclosure of the budget to actual variances are required for the Statement of Financial Position and Statement of Cash Flows.

E1: Budget to Actual Comparison – Statement of Comprehensive Income

		Budget	Actual	Variance
	Variance	2021	2021	2021
	Notes	\$'000	\$'000	\$'000
Income from Continuing Operations				
Appropriation revenue	1	107,375	94,905	(12,470)
User charges and fees		3,647	3,784	137
Grants and other contributions	2	1,399	267	(1,132)
Other revenue	3	5,093	7,797	2,704
Total Income from Continuing Operations		117,514	106,753	(10,761)
Expenses from Continuing Operations				
Employee expenses	4	62,257	58,260	(3,997)
Supplies and services		33,501	33,769	268
Grants and subsidies	5	17,610	10,776	(6,834)
Depreciation and amortisation		436	370	(66)
Finance/Borrowing Costs		211	145	(66)
Other expenses		3,499	3,433	(66)
Total Expenses from Continuing Operations		117,514	106,753	(10,761)
Total Comprehensive Income		-	-	-

Section E: Notes about our Performance compared to Budget

E1: Budget to Actual Comparison – Statement of Comprehensive Income (cont'd)

Variance Notes

1. The variance is primarily due to:
 - lower Director-General's Reserve funding required for 2020-21 commitments (\$6.677M), with funding deferred to 2021-22 to meet emerging priorities;
 - savings achieved from staffing vacancies during the year (\$5.030M) and other expenditure (\$1.949M);
 - the deferral of funding for the Office for Veterans to 2021-22 for expenditure on the Anzac Square Undercroft Galleries (\$1.427M);
 - funding returned to the consolidated fund after completion of works on the Bushfire Royal Commission (\$1.200M); and
 - reprofiling of funding across the forward estimates for Queensland's Strategy for Veterans election commitments (\$0.750M), Alcohol Fuelled Violence (\$0.500M) the Events Sponsorship Fund (\$0.459M) and Domestic and Family Violence programs of work (\$0.363M).

This is offset by additional expenditure for contributions provided to Department of Tourism, Innovation and Sport (DTIS) for expenses incurred on the 2032 Olympic Games Candidature Bid (\$2.789M), and expenditure on the COVID-19 Response and Recovery Taskforce (\$3.206M) and Flood Litigation Commission of Enquiry (\$1.362M).

2. The variance is primarily due to alignment of budget assumptions to Grants and other contributions category, with actual revenue recognised as other revenue categories due to the nature of the transactions (\$1.199M).
3. The variance is primarily due to:
 - alignment of budget assumptions of Grants and other contributions category, with actual revenue recognised against Other revenue category due to the nature of the transactions (\$1.153M);
 - sale of surplus work devices during 2020-21 (\$0.260M); and
 - staffing resources received in-kind from other state government agencies relating to the 2032 Taskforce (\$0.695M), COVID-19 Response and Recovery Taskforce (\$0.526M) and the Public Sector Reform Office (\$0.288M).

This is offset by less revenue received for a reduced cohort size for the 2021 Policy Futures Graduate Program (\$0.230M).

4. The variance is primarily due to staffing vacancies during the year (\$5.030M) and a reduced cohort size for the 2021 Policy Futures Graduate Program (\$0.309M).

This is offset by staffing resources received in-kind from other state government agencies relating to the 2032 Taskforce (\$0.695M), COVID-19 Response and Recovery Taskforce (\$0.526M) and the Public Sector Reform Office (\$0.288M).

5. The variance is primarily due to:
 - lower Director-General's Reserve funding required for 2020-21 commitments (\$6.677M), with funding deferred to 2021-22 to meet emergent priorities;
 - the deferral of funding for the Office for Veterans to 2021-22 for expenditure on the Anzac Square Undercroft Galleries (\$1.427M); and
 - the reprofiling of funds across forward estimates for Queensland's Strategy for Veterans election commitments (\$0.750M).

This is offset by additional expenditure for contributions provided to DTIS for expenses incurred on the 2032 Olympic Games Candidature Bid (\$2.767M) and Tourism and Events Queensland for running an advertising campaign "Life is Great in the Sunshine State" (\$0.200M).

Department of the Premier and Cabinet
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Section F: Notes about our Administered Activities

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

F1-1: 2020-21 Financial Information

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

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

Department of the Premier and Cabinet
Notes to the Financial Statements
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F1: Schedule of Administered Income, Expenses, Assets and Liabilities (cont'd)

F1-2: 2019-20 Financial Information

	Ministerial Offices and Office of the Leader of the Opposition	Former Governor's Pension	Trade and Investment Queensland	Screen Queensland	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Revenues					
Appropriation revenue (Note F1-4)	47,813	111	46,869	22,034	116,827
Other revenue	141	-	-	-	141
Total Administered Revenues	47,954	111	46,869	22,034	116,968
Administered Expenses					
Employee expenses	32,146	111	-	-	32,257
Supplies and services	15,446	-	-	-	15,446
Grants and subsidies (Note F1-3)	-	-	46,869	22,034	68,903
Depreciation and amortisation	229	-	-	-	229
Other expenses	133	-	-	-	133
Total Administered Expenses	47,954	111	46,869	22,034	116,968
Operating Surplus/(Deficit)	-	-	-	-	-
Administered Assets					
Current					
Cash and cash equivalents	13,887	204	-	5,976	20,067
Receivables	431	-	-	1,185	1,616
Other current assets	425	-	-	-	425
Total Current Assets	14,743	204	-	7,161	22,108
Non-current					
Receivables	-	-	-	-	-
Plant and equipment/Intangibles	493	-	-	-	493
Total Non-current Assets	493	-	-	-	493
Total Assets	15,236	204	-	7,161	22,601
Administered Liabilities					
Current					
Payables	3,676	39	-	7,161	10,876
Accrued employee benefits	3,844	-	-	-	3,844
Total Current Liabilities	7,520	39	-	7,161	14,720
Non-current					
Payables	-	-	-	-	-
Accrued employee benefits	2,887	-	-	-	2,887
Total Non-current Liabilities	2,887	-	-	-	2,887
Total Liabilities	10,407	39	-	7,161	17,607
Net Administered Assets/liabilities	4,829	165	-	-	4,994

**Department of the Premier and Cabinet
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F1-3: Grants and subsidies were paid to the following entities:

	2021	2020
	\$'000	\$'000
Trade Investment Queensland	45,935	46,869
Screen Queensland	48,582	22,034
Total Grants and subsidies	94,517	68,903

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

Budgeted appropriation	146,812	128,064
Transfer from/(to) other headings	-	1,200
Lapsed appropriation	(8,742)	(3,346)
Total Administered Receipts	138,070	125,918
Less: Opening balance of current appropriation receivable	-	(4,012)
Plus: Effect of adoption of new accounting standards	-	4,012
Plus: Opening balance of deferred appropriation payable	9,292	201
Less: Closing balance of deferred appropriation payable	(2,818)	(9,292)
Appropriation Revenue recognised in the Statement of Comprehensive Income	144,544	116,827

F1-5: Significant Accounting Policy

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

Relevant significant accounting policies for Administered activities are in line with those stated under the Reporting Entity's notes to the Financial Statements (Refer to note G2).

Queensland Ministerial Handbook includes requirements for the financial accountability of Ministerial Offices and the Office of Leader of Opposition (note A1).

**Department of the Premier and Cabinet
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F2: Budget to Actual Comparison – Administered Activities

This section contains explanations of major variances between the department's actual 2020-21 financial results and the budget presented to Parliament.

No budgeted Statement of Financial Position or Statement of Cash Flows were presented to Parliament for the 2020-21 financial year. Only the budgeted Statement of Comprehensive Income was presented to Parliament. Consequently, no disclosure of the budget to actual variances are required for the Statement of Financial Position and Statement of Cash Flows.

F2-1: Income and Expenses		Budget	Actual	Variance
	Variance	2021	2021	2021
	Notes	\$'000	\$'000	\$'000
Administered Revenues				
Appropriation revenue		157,066	144,544	(12,522)
Other revenue		-	154	154
Total Administered Revenues		157,066	144,698	(12,368)
Administered Expenses				
Employee expenses		34,481	33,077	(1,404)
Supplies and services	1	19,108	16,716	(2,392)
Grants and subsidies	2	103,036	94,517	(8,519)
Depreciation and amortisation		330	228	(102)
Other expenses		111	160	49
Total Administered Expenses		157,066	144,698	(12,368)
Operating Surplus/(Deficit)		-	-	-

Variance Notes

1. The variance is driven by a reduction in domestic and international travel (\$1.087M), along with lower administrative costs including savings in IT charges (\$0.505M), low value assets (\$0.153M) and building services (\$0.325M) for the Ministerial Offices and Office of the Leader of the Opposition.
2. The variance is primarily due to the deferral of grant payments to 2021-22 for Screen Queensland for the studio projects on the Gold Coast and Cairns and Screen Investment Fund (\$6.773M), favourable foreign exchange impacts on expenditure for Trade Investment Queensland (\$0.830M) and deferral of limited projects, and the lapsing of funding for the Queensland Veterans Council (\$0.318M) which is to be established in 2021-22.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

Section G: Other Information

G1: Key Management Personnel (KMP)

G1-1: Details of Key Management Personnel

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Premier and Minister for 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 department during 2020-2021 and 2019-2020. Further information on these positions can be found in the body of the Annual Report.

Position	Responsibilities
Director-General	The Director-General leads the efficient, effective and economic administration of the Department of the Premier and Cabinet.
Deputy Director-General, Policy	The Deputy Director-General, Policy leads and facilitates policy advice and the development of evidence-based policy and whole-of-government coordination to drive change and deliver outcomes across government. The position also provides detailed briefings to the Director-General and Premier on complex policy matters, from design and development through to implementation.
Deputy Director-General, Corporate and Government Services	The Deputy Director-General, Corporate and Government Services is responsible for the daily operations of the department and leads the operating strategy for the department to enable robust governance structures and effective and responsive corporate service delivery. The position also provides key advice to the Director-General and to the Premier on complex constitutional, legal, executive government and public administration matters.
Deputy Director-General, Strategy and Engagement	The Deputy Director-General, Strategy and Engagement leads, directs and coordinates policy at a strategic level, supplies executive management support to the Director-General in developing and coordinating strategic policy across government, and is responsible for leading intergovernmental relations between the Commonwealth and the State. Strategy and Engagement also leads whole of government sponsorships and communication activities, as well as manages and coordinates events including State occasions, official visits and functions; and supports enhanced regional stakeholder engagement through the Regional Office initiative.
Queensland Parliamentary Counsel	The Queensland Parliamentary Counsel leads the efficient, effective and economic administration of the Office of the Queensland Parliamentary Counsel.
Cabinet Secretary	The Cabinet Secretary provides support to the Premier and Cabinet, including managing and coordinating all procedural and operational services for Cabinet and its related functions. The position is the custodian of the Cabinet record and provides logistical support for Cabinet related elements of the Governing from the Regions program. The position also oversees the Queensland Government Performance Management Framework, monitoring and reporting on the Government's priorities and commitments.
Executive Director, Departmental and Customer Liaison Officer	The Executive Director manages the Office of the Director-General.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

G1-2: Related Party Transactions

Transactions with people/entities related to KMP

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

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

Transactions with other Queensland Government-controlled entities

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

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

Note B1-2: User Charges and Fees

Note B2-2: Supplies and Services

Note B2-3: Grants and Subsidies

Note C2: Receivables and Loans Receivable

Note C7: Interest-Bearing Liabilities

G1-3: KMP Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services 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 for the department's other KMP is set by the Queensland Public Service Commission as provided under *the Public Service Act 2008*. Individual remuneration and other terms of employment (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 which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position;
 - non-monetary benefits - consisting of provision of minor benefits together with fringe benefits tax applicable to the benefit.
2. Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
3. Post-employment expenses include amounts expensed in respect of employer superannuation obligations.

There were nil termination benefits in 2020-21 (nil in 2019-20).

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

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

G1-4: Non-Ministerial KMP Performance Remuneration Expense

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

Position (Classification) (1 July 2020 - 30 June 2021)	Short Term		Long Term	Post	Total
	Monetary Expenses	Non-Monetary Benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General (from 8 May 2021 to 30 June 2021)	103	1	2	12	118
Director-General (from 1 July 2020 to 7 May 2021)	533	7	13	69	622
Acting Director-General (from 6 April 2021 to 9 May 2021)	60	1	2	6	69
Deputy Director-General, Policy (from 1 July 2020 to 5 April 2021 and 10 May 2021 to 30 June 2021)	333	8	7	31	379
Acting Deputy Director-General, Policy (from 1 April 2021 to 6 May 2021)	33	1	-	2	36
Deputy Director-General, Corporate and Government Services (from 1 July 2020 to 30 June 2021)	269	10	6	30	315
Acting Deputy Director-General, Strategy and Engagement (from 1 July 2020 to 30 October 2020)	85	3	2	10	100
Acting Deputy Director-General, Strategy and Engagement (from 1 November 2020 to 15 March 2021)	105	4	2	11	122
Queensland Parliamentary Counsel (from 1 July 2020 to 30 June 2021)	283	11	7	39	340
Cabinet Secretary (from 1 July 2020 to 30 June 2021)	244	10	5	26	285
Executive Director, Departmental and Customer Liaison Office (from 1 July 2020 to 19 July 2020 and from 10 October 2020 to 30 June 2021)	148	8	3	16	175
Acting Executive Director, Departmental and Customer Liaison Office (from 20 July 2020 to 9 October 2020)	49	2	1	4	56
Total Remuneration	2,245	66	50	256	2,617

Position (Classification) (1 July 2019 - 30 June 2020)	Short Term		Long Term	Post	Total
	Monetary Expenses	Non-Monetary Benefits			
	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General (from 18 August 2019 to 30 June 2020)	601	10	13	73	697
Acting Director-General (from 1 July 2019 to 18 August 2019)	90	-	2	11	103
Deputy Director-General, Policy (from 1 July 2019 to 30 June 2020)	241	7	5	21	274
Acting Deputy Director-General, Policy (from 16 September 2019 to 31 January 2020)	115	5	3	11	134
Deputy Director-General, Corporate and Government Services	271	10	6	30	317
Acting Deputy Director-General, Strategy and Engagement (24 July 2019 to 30 June 2020)	289	10	7	33	339
Deputy Director-General, Strategy and Engagement (from 1 July 2019 to 23 July 2019)	18	-	-	2	19
Queensland Parliamentary Counsel	313	10	7	39	370
Cabinet Secretary (from 1 July 2019 to 30 June 2020)	203	7	5	26	242
Acting Cabinet Secretary (from 30 September 2019 to 31 December 2019)	61	2	1	5	69
Executive Director, Departmental and Customer Liaison Office	204	10	5	22	241
Total Remuneration	2,406	71	54	273	2,804

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

G2: Basis of Financial Statement Preparation

G2-1: General Information

The Department of the Premier and Cabinet is a Queensland Government Department established under the *Public Service Act 2008*. The department is controlled by the State of Queensland which is the ultimate parent. The head office and principal place of business of the department is 1 William Street, Brisbane QLD 4000. These financial statements cover the Department of the Premier and Cabinet and its controlled entity and are authorised for issue by the Director-General and the Chief Finance Officer at the date of signing the Management Certificate. For information in relation to the department's financial report please call (07) 3003 9218, email premiers.master@premiers.qld.gov.au or visit the departmental internet site www.premiers.qld.gov.au.

G2-2: Compliance with the Prescribed Requirements

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

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

G2-3: Presentation

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

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 department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

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

G2-4: Taxation

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

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

G2-5: The Reporting Entity

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

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

G2-6: Controlled Entities

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

The auditor for the department and its controlled entity is the Auditor-General of Queensland.

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

G2-6: Controlled Entities (cont'd)

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

	2021	2020
	\$'000	\$'000
Total income	52,743	24,525
Total expenses	21,034	28,678
Total comprehensive income	31,709	(4,153)
Total assets	78,652	52,479
Total liabilities	15,927	21,463
Net assets	62,725	31,016

G2-7: Accounting Estimates and Judgement

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

Note C4: Intangible Assets. Amortisation expense and impairment
 Note C5: Plant and equipment. Depreciation expense and impairment
 Note C8: Accrued Employee Benefits
 Note C10: Right-of-Use Assets and Lease Liabilities
 Note D3: Financial Risk Disclosures/impairment of loans

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

G2-8: Basis of Measurement

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

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

G2-9: Accounting Standards Early Adopted

No Australian Accounting Standards have been early adopted for 2020-21 by the department and its controlled entity.

G2-10: Impact of COVID-19

The department 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 department and its controlled entity from impacts of COVID-19 at 30 June 2021.

The COVID-19 Response and Recovery Taskforce continued to support the response and recovery to COVID-19 for Queensland during 2020-21. The taskforce received \$0.562M in 2020-21 (2019-20: \$1.241M) in-kind contributions from other agencies, contribution of \$0.056M (2019-20: \$0.745M) from Queensland Health and \$10.894M (2019-20: \$3.077M) approved by the Cabinet Budget Review Committee for communication and engagement activities.

G2-11: Climate Risk Disclosure

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

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

**Department of the Premier and Cabinet
Notes to the Financial Statements
for the year ended 30 June 2021**

G3: Machinery-of-Government Changes

Transfers in – Controlled Activities

Details of transfer: Anzac Day Trust Fund transferred from the Department of Education
Basis of transfer: Public Service Department Arrangements Notice (No. 4) 2020 dated 12 November 2020
Date of transfer: Effective from 12 November 2020

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

G4: Trust Transactions and Balances

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

Trust revenue and expenses

	2021
	\$'000
<i>Revenue</i>	
Grants and other contributions	1,551
Other revenue	<u>2</u>
Total Revenue	<u>1,553</u>
<i>Expenses</i>	
Grants and subsidies	1,494
Other expenses	<u>60</u>
Total Expenses	<u>1,554</u>
Trust asset and liabilities	
<i>Current assets</i>	
Cash and cash equivalents	<u>5</u>
Total	<u>5</u>

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

Certificate of the Department of the Premier and Cabinet

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

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of the Premier and Cabinet for the financial year ended 30 June 2021 and of the financial position of the department at the end of that year.

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



Rachel Hunter
Director-General

19 August 2021



Michael Phillips
A/Chief Finance Officer

19 August 2021

INDEPENDENT AUDITOR'S REPORT

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

Report on the audit of the financial report

Opinion

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

In my opinion, the financial report:

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

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

Basis for opinion

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

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

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

Key audit matters

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

Responsibilities of the accountable officer for the financial report

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

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

Report on other legal and regulatory requirements

Statement

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

20 August 2021



Brendan Worrall
Auditor-General

Queensland Audit Office
Brisbane

Our leaders

Rachel Hunter PSM

Director-General

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

A distinguished public sector leader, Ms Hunter is the first female Director-General of the Department of the Premier and Cabinet in Queensland since the department's inception in 1859.

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

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

Ms Hunter has been Director-General of three Queensland Government departments — the Department of Justice and Attorney-General, the Department of Education, Training and the Arts and the former Department of State Development, Manufacturing, Infrastructure and Planning. She also served as Queensland's Public Service Commissioner between 2001 and 2003.

Ms Hunter is a member of the Trade and Investment Queensland Board, Building Queensland Board, and the National First Secretaries Group. She also is the Deputy Chancellor, Griffith University.

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

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

Dave Stewart

Director-General (July 2020 to April 2021)

Mr Dave Stewart was appointed Director-General in February 2015. Prior to this role he was the Secretary for Transport for New South Wales (NSW), shaping planning, policy and delivery of public transport, roads, and freight.

After a long career in local government and engineering construction in Australia and the United Kingdom, Dave joined the Queensland Government in 2006 as Deputy Coordinator-General within the Department of Infrastructure and Planning, delivering major water and road projects. From June 2008, he was the Director-General of Queensland Transport and then the Department of Transport and Main Roads, overseeing integration of organisations to a new customer-focused model. His primary responsibility was transport leadership including strategic policy and planning, system stewardship, infrastructure delivery and service delivery.

One of his highlights as the Director-General was participating in the community champions program for Aboriginal communities and Torres Strait Islander communities, regularly visiting gulf communities and assisting them to access much needed government services. He is passionate about regional Queensland and engaging directly with residents, business, government, and community leaders.

Dave is a civil engineer and holds a Masters degree in Business and a Masters degree in Engineering Science. He completed an executive program at Harvard University looking at private sector involvement in infrastructure delivery. He is a Fellow of Engineers Australia, an Honorary Fellow, Chartered Institute of Transport and Logistics, a Fellow of the Australian Academy of Technology and Engineering, and a Fellow of the Institute of Public Administration Australia. He was a member of the Trade and Investment Queensland Board, Building Queensland Board, Cross River Rail Delivery Board, Great Barrier Reef Marine Park Authority and First Secretaries Group.

Mark Cridland

Deputy Director-General, Policy

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

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

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

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

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

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

Filly Morgan PSM

Deputy Director-General, Corporate and Government Services

Ms Filly Morgan has more than 25 years' experience in the Queensland public sector. In her current role as Deputy Director-General, she leads the delivery of Corporate and Government Services. This includes supporting business before Executive Council, providing advice on machinery-of-government and constitutional matters, leading whole-of-government coordination on veterans' matters and policy, the corporate functions for the department as well as corporate support for ministerial offices and the Office of the Leader of the Opposition.

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

Filly was awarded a Public Service Medal on Australia Day 2018 for outstanding public service through a range of coordination and governance roles in Queensland.

Christine Castley

Acting Deputy Director-General, Strategy and Engagement (July to October 2020)

Ms Christine Castley has served in multiple senior leadership roles across the Queensland Government, with significant experience in strategic policy, governance, and service delivery. In the role as Deputy Director-General of Strategy and Engagement Christine led, directed, and coordinated whole-of-government sponsorships and events management plus state occasions, official visits, and functions.

Christine also led strategic communication and whole-of-government media relations and supported enhanced regional stakeholder engagement through the Office for Rural and Regional Queensland and the Regional Community Forums initiative. Prior to this, Christine was Deputy Director-General, Housing, Homelessness and Sport in the Department of Housing and Public Works.

Christine has previously worked in a variety of agencies including Natural Resources and Mines, State Development, and the Queensland Performing Arts Trust, and has had primary responsibility for developing significant public sector reform, right to information and privacy legislation.

Christine holds a Bachelor of Laws, Bachelor of Arts, Postgraduate Diploma of Arts and Master of Public Administration from the University of Queensland.

Kerry Petersen PSM

Deputy Director-General, 2032 Taskforce

Deputy Director-General, Strategy and Engagement Division and COVID-19 Response and Recovery Taskforce (November 2020 to March 2021)

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

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

During 2020–2021, Kerry was also Deputy Head of the COVID-19 Response and Recovery Taskforce and responsible for the Strategy and Engagement Division.

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

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

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

Leighton Craig

Cabinet Secretary

Mr Leighton Craig has more than 24 years' experience in the public sector. In his role as Cabinet Secretary, he heads the team responsible for managing services across the Queensland Government that support the operation of the Cabinet and Cabinet Committees and the coordination of the government's legislation program. His team also monitors delivery of government commitments and decisions and supports agencies to implement the Queensland Government Performance Management Framework.

Leighton has worked in a diverse range of policy and project areas within government, including law and justice policy, disaster relief, community engagement on significant infrastructure and Aboriginal and Torres Strait Islander cultural heritage. He has previously headed the legal and constitutional area of DPC and has been involved in the transitional governance arrangements for successive Queensland governments. He has been a Clerk of the Executive Council since 2010.

Leighton holds a Bachelor of Laws and was admitted as a solicitor of the Supreme Court of Queensland in 1996.

Tony Keyes

Queensland Parliamentary Counsel

Mr Tony Keyes was appointed as Parliamentary Counsel on 15 October 2018. Tony studied law and arts at the University of Queensland and was admitted as a solicitor of the Supreme Court of Queensland in 1990. Tony has had a long and varied legal career, including private and community-sector practice, policy and investigative work at the Criminal Justice Commission, the Ombudsman's Office, and the Law Reform Commission, working in law and justice policy for DPC, and serving for almost 10 years as Senior Deputy Crown Solicitor at Crown Law.

Statutory reports

Government bodies

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

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

Ministerial and other office holder staff

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

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

During 2020–2021, there were no staff employed under the Act to support a non-government member of parliament other than the Leader of the Opposition.

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

The Act provides that the Director-General of DPC may issue directives or guidelines about employment matters. In the preceding 12 months there was one directive issued under the Act.

A total of 323 staff were employed under the Act for the financial year ending 30 June 2021, with 244 staff employed as at 30 June 2021.

Boards and committees

Anti-Cyberbullying Advisory Committee

Act or instrument	The Committee was established administratively with members appointed by letter from the Premier and Minister for Trade. Establishment of the Committee was in accordance with the Adjust our Settings – A community approach to address cyberbullying among children and young people in Queensland Report (the Report), recommendation 2.
Functions	<p>The Committee:</p> <ul style="list-style-type: none"> provided advice to government departments on implementation of recommendations of the Anti-Cyberbullying Taskforce Report considered development of a high-level evaluation plan to support departments to assess the impact of actions undertaken to implement recommendations of the Report advocated within individual members' communities and organisations on the importance of supporting the recommendations of the Report, with particular emphasis on leading cultural change and supporting community leaders to be models for respectful online behaviour.
Achievements	<p>The Committee provided advice and expertise on implementing the final 10 recommendations and informed action on a range of matters including:</p> <ul style="list-style-type: none"> counting charges related to cyberbullying development of an algorithm to detect cyberbullying online evaluation of Department of Education resources to prevent and intervene in cyberbullying and bullying development of the public education and awareness campaign research into the efficacy of identity verification cyberbullying in the COVID-19 environment
Financial reporting	The Committee's costs are contained within the department's financial statements.

Remuneration

Position*	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Peter Black	0	\$390 daily	N/A	\$0
Member	Karyn Healy	0	\$150 daily	N/A	\$0
Member	Mark Breckenridge	0	N/A	N/A	\$0
Member	Annika David	0	\$150 daily	N/A	\$0
Member	Brent Neale	0	\$150 daily	N/A	\$0
Member	Emily De La Pena	0	\$150 daily	N/A	\$0
Member	Elloise Waite	0	\$150 daily	N/A	\$0
No. scheduled meetings/sessions	0				
Total out of pocket expenses	\$0				

*The Committee ceased on 3 October 2020.

Anzac Day Trust

Act or instrument	<i>Anzac Day Act 1995</i>
Functions	<p>Legislation was passed in 1964 that allowed places of public entertainment and amusement to trade on the afternoon and evening of Anzac Day. This signalled the end of an era in which Anzac Day was a 'closed day' and business trading was very restricted. The Anzac Day Trust Fund was established under the same legislation and provides funding to organisations offering financial assistance and relief to ex-service men and women and their dependants.</p> <p>The Anzac Day Trust provides annual grants to institutions, organisations or associations that support the welfare of veterans and their dependants.</p> <p>The annual disbursement of the Trust Fund to over 200 ex-service organisations supports:</p> <ul style="list-style-type: none"> • the construction and maintenance of homes/units for war veterans • the welfare of spouses and children of deceased persons who served Australia in its defence forces • maintenance of essential services • hosting commemorative events and activities • many other services such as advocacy, functions and outings to reduce social isolation, hospital visits, food hampers and gift/amenities parcels for the sick. <p>The Queensland Government continues to provide an annual grant to the Anzac Day Trust Fund.</p>
Achievements	<p>In 2020–2021, payments totalling \$1,493,980 were disbursed to 205 applicant ex-service organisations.</p> <p>In 2021, the Anzac Day Trust launched a second grants program, the Anzac Day Trust COVID-19 Grants Program, which is providing \$1 million over four years to support veterans affected by the COVID-19 pandemic and to support ex-service organisations to deliver COVID Safe commemorative events.</p>
Financial reporting	Not exempted from audit by the Auditor-General. Transactions of the entity are accounted for in the financial statements/other.

Remuneration					
Position*	Name	Meetings/sessions attendance	Approved annual, sessional, or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson to 31 December 2020	Gregory Shannon OAM	3	N/A	N/A	N/A
Chairperson from 13 April 2021	Colonel Christopher Austin ADC	1*	N/A	N/A	N/A
Trustee until 4 May 2021	Mary Bennet	3	N/A	N/A	N/A
Trustee	Wendy Siebrecht	4	N/A	N/A	N/A
Trustee	Colin Green	4	N/A	N/A	N/A
No. scheduled meetings/sessions	4				
Total out of pocket expenses	\$72.45				

* One meeting held after commencement of new Chairperson

Domestic and Family Violence Prevention Council (the Prevention Council)

Act or instrument	The Prevention Council is established administratively with members appointed by letter from the Premier.
Functions	<p>The Prevention Council supports Queensland to achieve the outcomes of the <i>Third Action Plan of the Domestic and Family Violence Strategy (2019–20 to 2021–22)</i> (the Third Action Plan) by generating greater community and corporate momentum in recognising that domestic and family violence is everyone's concern and ending it is everyone's responsibility. The Prevention Council achieves this by:</p> <ul style="list-style-type: none"> ○ continuing to embed cultural change in workplaces and across the community ○ encouraging and helping build further community ownership of action to end domestic and family violence ○ helping to foster and broker partnerships with corporate and community organisations, local government, and community members to build momentum for local community-led action.
Achievements	<p>In 2020–2021, the Prevention Council delivered two regional engagement programs (Moreton Bay and Toowoomba), engaging with hundreds of individuals and organisations — with a focus on the behaviours and attitudes of young people, creating cultural change through safe and aware workplaces, and helping to build momentum for community-led action by activating local leaders to prevent and respond to domestic and family violence. The Prevention Council continues to progress the following initiatives in partnership with community:</p> <ul style="list-style-type: none"> ○ supporting local government youth advisory councils to design and deliver their own peer-led primary prevention programs ○ increasing the capacity of the property management industry to improve access to the private rental market for victim-survivors escaping domestic and family violence ○ promoting training for hairdressers and barbers to recognise clients experiencing domestic and family violence and elder abuse and then confidently provide the right advice and referrals at the right time.
Financial reporting	The Council's costs are contained within the department's financial statements.

Remuneration

Position	Name	Meetings/ sessions attendance ^a	Approved annual, sessional, or daily fee	Approved sub- committee fees if applicable	Actual fees received
Co-Chair	Kay McGrath (outgoing)	9	\$390 daily	N/A	\$7000
Co-Chair	Vanessa Fowler (incoming)	0 ^c	\$390 daily	N/A	\$0
Co-Chair	Bob Atkinson	8	\$390 daily	N/A	\$4965
Member	Lynette Anderson	8	\$300 daily	N/A	\$2250
Member	Saliman Bin Juda	9	\$300 daily	N/A	\$1950
Member	Penny Carr	10	\$300 daily	N/A	\$1950
Member	Faiza El-Higzi	9	\$300 daily	N/A	\$2250
Member	Karni Liddell	9	\$300 daily	N/A	\$2100
Member	Wendell Rosevear	10	\$300 daily	N/A	\$2100
Member	Andrew Taukolo	3 ^b	\$300 daily	N/A	\$1350
Member	Karyn Walsh	7	\$300 daily	N/A	\$2400
Member	Rachel Durdin [#]	9	\$300 daily	N/A	\$0
Member	Dianne Fletcher [#]	8	\$300 daily	N/A	\$0
Member	Trevor Black [*]	8	N/A	N/A	\$0
Member	Brigita Cunningham [*]	3 ^b	N/A	N/A	\$0
Ex-officio member	Deputy Director-General Policy, Department of the Premier and Cabinet [*]	7	N/A	N/A	\$0
Ex-officio member	Deputy Commissioner, Crime, Counter-Terrorism and Specialist Operations, Queensland Police Service [*]	10	N/A	N/A	\$0
Ex-officio member	Director-General, Department of Child Safety, Youth and Women (Jul–Oct 2020) and Director-General, Department of Justice and Attorney-General (from Nov 2020) [*]	10	N/A	N/A	\$0
Ex-officio member	Director-General, Department of Education [*]	3 ^b	N/A	N/A	\$0
Ex-officio member	Deputy Director-General, Corporate Services, Queensland Health [*]	1 ^b	N/A	N/A	\$0

No. scheduled meetings/sessions	<p>Ten Council meetings:</p> <ul style="list-style-type: none"> 3 July 2020 (via videoconference) 22–23 July 2020 (Moreton Bay regional visit, including Council meeting) 7 August 2020 (via videoconference) 4 September 2020 (via videoconference) 2 October 2020 (via videoconference) 6 November 2020 (via videoconference) 20 November 2020 26 February 2021 9 April 2021 (via videoconference) 20–21 May 2021 (Toowoomba regional visit, including Council meeting). <p>Council members have participated in a range of other out-of-session events, meetings and forums to engage with government agencies and key stakeholder groups regarding the progress of domestic and family violence reforms. Face-to-face and digital engagements included:</p> <ul style="list-style-type: none"> • regular meetings hosted by the Minister for the Prevention of Domestic and Family Violence, including monthly COVID-19 stakeholder meetings and Corporate Roundtable meetings • other meetings with the Premier and Minister for Trade, the Minister for the Prevention of Domestic and Family Violence, and the Minister for Police and Corrective Services • presentations to community organisations and other stakeholders, including the Men’s Information and Service Association, University of Queensland Social Work and Human Services Society Forum, and QPS Domestic, Family Violence and Mental Health Conference • meetings with a range of stakeholders, including victim-survivors and others with lived experience of domestic and family violence, White Ribbon Australia, Red Rose Foundation, Relationships Australia, the Australian Defence Force, Brisbane South Primary Health Network, WorkUp Queensland, Hairdressers with Hearts, and the Griffith University MATE Bystander program • meetings with mayors and other local government representatives, including Townsville City Council, Moreton Bay Regional Council, Douglas Shire Council, Cassowary Coast Regional Council, and Toowoomba Regional Council • participation in official opening/launch events with stakeholders, including Beyond DV (Lillian’s Place), Moreton Bay Regional Council DFV campaign launch, Hairdressers with Hearts, and the Red Rose Strangulation Trauma Centre • participation in other community events raising awareness of domestic and family violence, including the Local Government Association of Queensland Red Bench Relay and Domestic and Family Violence Prevention Month events • media interviews to raise awareness of the prevention of domestic and family violence in Queensland • attendance at professional development activities such as Australia’s National Research Organisation for Women’s Safety seminars, Child Family Community Australia webinars, No to Violence National Roundtable on Coercive Controlling Violence, and Coercive Control Network meetings.
Total out of pocket expenses	\$314.43

- a) Meeting attendance refers to general Council meetings and does not include out-of-session activities. Amounts paid to individual members vary based on attendance at Council meetings, participation in additional stakeholder engagement meetings and activities, and entitlements to ‘significant travel fee’.
- b) Members were appointed in February 2021.
- c) Appointed on 1 June 2021 and not required to attend a Prevention Council meeting in 2020–2021 financial year.

#Member waived remuneration.

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

Queensland Independent Remuneration Tribunal

Act or instrument	<i>Queensland Independent Remuneration Tribunal Act 2013</i>
Functions	The role, functions and responsibilities of the Tribunal are to review remuneration in connection with Members and former Members of the Legislative Assembly, to make determinations about remuneration (salary, allowances, and entitlements) and additional staffing entitlements for cross bench members. In performing its functions, the Tribunal must act independently, impartially, and fairly. The Tribunal is required to provide determinations and written reasons for each determination to the Clerk of the Parliament for tabling in the Legislative Assembly.
Achievements	Achievements are outlined in the Tribunal's annual report.
Financial reporting	The Tribunal's costs are contained within the department's financial statements. The Tribunal also prepares its own annual report, which will be provided to the Clerk of the Parliament and tabled in the Legislative Assembly by 30 September 2021.

Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional, or daily fee	Approved sub-committee fees if applicable	Actual fees received*
Chairperson	Walter Tutt	8	\$520 meeting fee	N/A	\$4160
Member	Jill Lang	8	\$400 meeting fee	N/A	\$3200
Member	Patrick Weller	8	\$400 meeting fee	N/A	\$3200
No. scheduled meetings/sessions	8				
Total out of pocket expenses	\$213**				

* Excluding superannuation

** Out of pocket expenses included parking costs

Queensland Plan Ambassadors Council

Act or instrument	<i>Queensland Plan Act 2014</i>				
Functions	<p>The Council fosters community engagement and shared responsibility for achieving the long-term vision and goals of the Queensland Plan. Ambassadors on the Council serve as champions of the Plan and encourage industry, business and community organisations and the general public, to continue to strive towards its vision and goals. The Council has a number of key roles:</p> <ul style="list-style-type: none"> ○ to promote awareness and advocate for the implementation of the Plan ○ to advise the Premier and Minister for Trade on matters relating to its implementation. 				
Achievements	<p>Key achievements of the Council this year include:</p> <ul style="list-style-type: none"> ○ meeting with representatives from peak bodies, local councils, and community leaders on significant issues in Queensland communities, including youth justice, health and wellbeing, liveability, population, and regional innovation ○ increased rural and regional engagement ○ exploring inclusion experiences to understand how Queenslanders might better embrace and value our diversity. 				
Financial reporting	The Council's costs are contained within the department's financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional, or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	The Hon. Tony McGrady	3	N/A	N/A	N/A
Member	Suzanne Cadigan	3	N/A	N/A	N/A
Member	Shelley Argent	2	N/A	N/A	N/A
Member	Daniel Gschwind	1	N/A	N/A	N/A
Member	Karen Tully	2	N/A	N/A	N/A
Member	Leon Yeatman	0	N/A	N/A	N/A
Member	Kate Tully	3	N/A	N/A	N/A
Member	Allan Dale	3	N/A	N/A	N/A
Member	Taj Pabari	2	N/A	N/A	N/A
Member	Patsy-Ann Fox	2	N/A	N/A	N/A
Member	Elsa Larsen	3	N/A	N/A	N/A
No. scheduled meetings/sessions	3				
Total out of pocket expenses	\$504.00				

Screen Queensland Pty Ltd

Act or instrument	<i>Corporations Act 2001</i> (Cth)
Functions	The objects of Screen Queensland Pty Ltd are: <ul style="list-style-type: none"> o to increase the level of film and television production in Queensland o to develop and maintain a creative infrastructure in Queensland for the film and television production industry o to develop and maintain an active and vibrant screen culture in Queensland o to make funding available to members of the domestic and foreign film industry whether through loan, grant, rebate, financial assistance, investment, investment loan or any other form of funding.
Achievements	Funded 43 screen production and digital games, which will generate an estimated \$508 million in direct Queensland Production Expenditure and over 5,700 employment opportunities for Queenslanders.
Financial reporting	Screen Queensland is required to prepare annual financial reports in accordance with the <i>Corporations Act 2001</i> . In accordance with Queensland Treasury policy these financial reports are provided to Queensland Parliament. The financial results of Screen Queensland are consolidated in the economic entity of the department.

Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional, or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Linda Lavarch	9	\$5000 pa	N/A	\$5000
Director	Patricia Heaton	8	\$3000 pa	N/A	\$3000
Director	Paul Syvret	8	\$3000 pa	\$500 pa	\$3500
Director	Patricia Alner	9	\$3000 pa	\$1000 pa	\$4000
Director	Lynne Benzie	9	\$3000 pa	N/A	\$3000
Director	Sally Robb	7	\$3000 pa	N/A	\$3000
Director	Cathy Hunt	6	\$3000 pa	N/A	\$3000
Director	Kylee Ratz	8	\$3000 pa	N/A	\$3000
Director	Morgan Jaffit	6	\$3000 pa	N/A	\$3000
Director	Dean Gibson	6	\$3000 pa	N/A	\$3000
No. scheduled meetings/sessions	9				
Total out of pocket expenses	\$3953				

Glossary of terms

AASB Australian Accounting Standards Board	ISSN International Standard Serial Number
AC Order of Australia	JLM Joiners, leavers, Movers
AO Officer of the Order	KMP Key Management Personnel
AL Annual Leave	LGBTIQ+ Lesbian, gay, bisexual, transgender/gender diverse, intersex and queer
AM Member of the Order of Australia	LDeP Legislative Drafting and e-Publishing
APES Accounting Professional and Ethical Standards	LSL Long Service Leave
ARMC Audit and Risk Management Committee	MATE Motivating Action Through Empowerment
ARR Annual report requirements for Queensland Government agencies	MOHRI Minimum Obligatory Human Resources Information
ATO Australian Taxation Office	NAIDOC National Aborigines and Islanders Day Observance Committee
CC Creative Commons	NSW New South Wales
CGG Corporate Governance Group	OCOG Organising Committee for the Olympic Games
CTH (Cth) Commonwealth	OPCA Olympic and Paralympic Coordination Agency
DEPW Department of Energy and Public Works	OQPC Office of the Queensland Parliamentary Counsel
DFV Domestic and Family Violence	PSC Public Service Commission
DPC Department of the Premier and Cabinet	PSM Public Service Medal
DTIS Department of Tourism, Innovation and Sport	QAO Queensland Audit Office
eDRMS Electronic Document Records Management System	QPS Queensland Police Service
FAA <i>Financial Accountability Act 2009</i>	QGAO Queensland Government Accommodation Office
FBT Fringe Benefit Tax	QGIF Queensland Government Insurance Fund
FPMS <i>Financial and Performance Management Standard 2019</i>	QIRA Queensland Industry Recovery Alliance
FTE Full-time equivalent	QPMS Queensland Protective Security Framework
GEH Government Employee Housing	QTC Queensland Treasury Corporation
GST Goods and Services Tax	QuILLS Queensland Integrated Legislation Lifecycle System
ICT Information and communication technology	RFFF Revolving Film Finance Fund
IOC International Olympic Committee	SQ Screen Queensland
ISMS Information Security Management System	TIQ Trade and Investment Queensland
ISO International Standards Organisation	VP Victory in the Pacific

Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	o A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7 Letter of compliance
Accessibility	o Table of contents	ARRs – section 9.1 Contents
	o Glossary	Glossary of terms
	o Public availability	ARRs – section 9.2 Communication objective
	o Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3 Communication objective
	o Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4 Copyright
Information Licensing	o Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5 Licence
	o Introductory Information	ARRs – section 10 Director-General's report About the Department Government's objectives for the community
Non-financial performance	o Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1 About the Department Governments objectives for the community Our people
	o Agency objectives and performance indicators	ARRs – section 11.2 Policy Advice, and Coordination and Cabinet Support Strategy and Engagement Government Services Office of the Queensland Parliamentary Counsel
	o Agency service areas and service standards	ARRs – section 11.3 Policy Advice, and Coordination and Cabinet Support Strategy and Engagement Government Services Office of the Queensland Parliamentary Counsel
Financial performance	o Summary of financial performance	ARRs – section 12.1 Financial Summary 2020–2021
Governance – management and structure	o Organisational structure	ARRs – section 13.1 About the Department
	o Executive management	ARRs – section 13.2 Our leaders Corporate Support Functions
	o Government bodies (statutory bodies and other entities)	ARRs – section 13.3 Statutory reports
	o Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4 Our people
	o Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5 Our people
	o Queensland public service values	ARRs – section 13.6 Our people

Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	○ Risk management	ARRs – section 14.1	Corporate Support Functions Risk management Audit and Risk Management Committee
	○ Audit committee	ARRs – section 14.2	Corporate Support Functions Audit and Risk Management Committee
	○ Internal audit	ARRs – section 14.3	Corporate Support Functions Internal audit
	○ External scrutiny	ARRs – section 14.4	Corporate Support Functions External scrutiny
	○ Information systems and recordkeeping	ARRs – section 14.5	Corporate Support Functions
	○ Information Security attestation	ARRs – section 14.6	Corporate Support Functions
Governance – human resources	○ Strategic workforce planning and performance	ARRs – section 15.1	Our people
	○ Early retirement, redundancy, and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	Our people
Open Data	○ Statement advising publication of information	ARRs – section 16	Corporate Support Functions Open data
	○ Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	○ Overseas travel	ARRs – section 33.2	Nil data to report
	○ Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	○ Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Financial statements 2020–2021
	○ Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Financial statements 2020–2021

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*