

ANNUAL REPORT 2022–23



Public Sector Commission annual report 2022–2023

The annual report provides detailed information about the Public Sector Commission's financial and non-financial performance for 2022–23. It aligns to its [strategic plan 2022–2026](#) and the [2022–23 Service Delivery Statements](#)¹.

Additional annual reporting requirements are published on the [Queensland Government Open Data portal](#)² including information about consultancies and the Queensland Language Services Policy.

There was no overseas travel expenditure in 2022–23, therefore it is not reported in this annual report.

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

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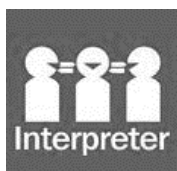
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Attribution

Content from this annual report should be attributed as: The State of Queensland (Public Sector Commission) annual report 2022–23.

Interpreter service statement



The Queensland Government is committed to providing accessible

services to Queenslanders from all culturally and linguistically diverse backgrounds.

If you have difficulty in understanding the annual report, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to effectively communicate the report to you.

More information

Contact the Public Sector Commission:

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

An electronic version of this document is available on the [Public Sector Commission website](#)⁴.

Acknowledgement

We pay our respects to the Aboriginal peoples and Torres Strait Islander peoples of this land, their ancestors, and their legacy. The foundations laid by these ancestors—the First Australians—give strength, inspiration, and courage to current and future generations towards creating a better Queensland.

We recognise it is our collective efforts and responsibility as individuals, communities, and governments to ensure equality, recognition, and advancement of Aboriginal and Torres Strait Islander Queenslanders across all aspects of society and everyday life.

We are committed to working with, representing, advocating for and promoting the needs of Aboriginal and Torres Strait Islander Queenslanders with unwavering determination, passion and persistence.

As we reflect on the past and give hope for the future, we walk together on our shared journey of reconciliation where all Queenslanders are equal and the diversity of Aboriginal and Torres Strait Islander cultures and communities across Queensland are fully recognised, respected, and valued by all Queenslanders.

¹ https://s3.treasury.qld.gov.au/files/Budget_2022-23_SDS_Department_of_the_Premier_and_Cabinet.pdf

² <http://www.data.qld.gov.au/>

³ <https://creativecommons.org/licenses/by/4.0/>

⁴ <https://www.qld.gov.au/about/how-government-works/government-structure/public-service-commission>

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Letter of compliance

29 September 2023

The Honourable Anastacia Palaszczuk MP
Premier and Minister for the Olympics and Paralympic Games
Level 40, 1 William Street
Brisbane Qld 4000

Dear Premier

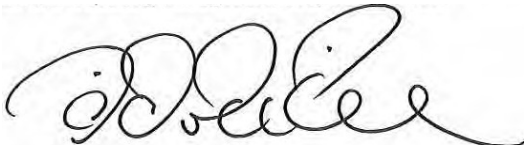
I am pleased to submit for presentation to the Parliament the annual report 2022–23 and financial statements for the Public Sector Commission.

I certify that this annual report complies with the:

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

A checklist outlining the annual reporting requirements is on page 46 of this annual report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Mackie', written in a cursive style.

David Mackie
Public Sector Commissioner
Public Sector Commission

Chairperson's message

The Public Sector Commission (the Commission) embarked on a new chapter in 2022–23 with the commencement of the *Public Sector Act 2022* (the Act), resulting in a new name, a new role and new leadership under Public Sector Commissioner David Mackie.

During this time of change the Commission has continued to provide system leadership and stewardship of Queensland's public sector workforce by guiding agencies to manage complex workforce issues in a dynamic environment.

They have supported agencies to:

- embed the new Act with supporting directives and resources
- improve flexible and hybrid working practices
- strengthen cultural capability across the sector.

The recommendations from the review of public sector employment laws - *A Fair and Responsive Public Service for All* (the Bridgman Review) and Professor Peter Coaldrake's *Review of culture and accountability in the Queensland public sector*, have served as a catalyst for the Commission to strengthen the capability and capacity of the Queensland public sector using additional funding provided by the Queensland Government over the next five years. This additional funding will help the Commission to fulfil its role under the Act and support an even better public sector for Queensland.

Working in partnership with the Department of the Premier and Cabinet (DPC), Queensland Treasury (QT) and the Chief Executive Leadership Board, the Commission has contributed significantly to implementing a modern employment framework to lift the sector's capacity and capability to effectively serve the community. A significant achievement of the employment framework this year has been the investment in workplace culture initiatives to embed contemporary recruitment and selection practices to further develop our diverse workforce.

The Queensland Government's commitment to reframing the relationship with Aboriginal and Torres Strait Islander peoples has also been embedded in the Act. This commitment will be further strengthened by the critical role the Commission has played in establishing a culturally capable public sector that ensures fairness in employment and treatment of employees.

A significant shift in the Commission's leadership and governance structure was implemented this year with the introduction of the Public Sector Governance Council, which replaces the Public Service Commission Board. The Council provides system leadership and stewardship, while overseeing public sector performance and governance. For the first time, the Council will include two community members who, once appointed, will provide an important external to government perspective on Queensland's public sector.

I look forward to working with the Commission throughout this exciting new chapter.

Rachel Hunter

Chairperson

Public Sector Governance Council

Public Sector Commissioner message

This has been a year of change for the Public Sector Commission (the Commission). The new *Public Sector Act 2022* was passed by Parliament last year and commenced on 1 March 2023. Its purpose is to provide a framework for a fair and integrated public sector that serves the people of Queensland and the state. It represents transformational change for Queensland's public sector, introducing concepts of a spirit of service to the community and shared responsibility for stewardship of the sector between the Commissioner, the new Public Sector Governance Council and Directors-General.

The Commission has also experienced a change in leadership with my arrival following the outgoing Commissioner, Rob Setter, retiring earlier this year. I extend my sincere thanks to Rob for his stewardship of the Commission since 2015 and thank the Commission team for their warm welcome.

The implementation of the Act has strengthened the Commission's role as a systems leader, steward and enabler. While our role within the public sector has grown, we continue to work hard to drive positive change across organisations and to our employee workforce with the ultimate aim of improving services and outcomes for the Queensland community.

The Commission will continue to work in collaboration with public sector unions and organisations to drive implementation of the Act, with a focus on continuous practice improvement across the sector.

Over the past 12 months we have supported sector agencies to:

- embed flexible and hybrid work practices into their organisations
- develop new targets to support employment of people from key diversity groups
- improve equity and diversity in workplaces
- use workforce data and insights to support evidence-based decisions by strengthening the Working for Queensland survey instrument
- embed and communicate new directives, practices and behaviours to assist in the implementation of the Act.

One of the most important journeys the Commission will be leading in 2023–24 is the development and implementation of a future focussed five-year strategy to create an even better public sector for Queensland. The strategy will have three focus areas – our workplace, our workforce and our work.

Being considered an employer of choice that is effective in developing and attracting high calibre people with the skills and capabilities that the Queensland public sector needs now and into the future is an essential element in being able to serve all Queenslanders. Further, ensuring that public sector employees undertake their roles as professionals in the craft of public service practice is essential to maintaining the trust and confidence of Queenslanders. These are fundamental areas of focus and priority for the Commission for the coming years and at the very heart of what our role as stewards of the public sector should be.

Creating an even better public service is an opportunity to highlight our strengths, but also to identify and prioritise areas we can improve with the aim of delivering better services and outcomes for Queenslanders. The Commission has commenced engaging with the public sector about this important work and I look forward to a continuing engagement throughout the life of the strategy.

While we have a clear future direction, I have also been reflecting upon the collective achievements of the Commission over the past 12 months and the incredible examples of teamwork, resilience and adaptability displayed.

I am excited for the coming year and sincerely thank everyone at the Commission for their diligent work and dedication to implementing programs of work that will make our workplaces, workforce and work even better.

David Mackie

Public Sector Commissioner
Public Sector Commission

About us

The Commission is a small, dynamic central agency of government established under the now repealed *Public Service Act 2008* on 1 July 2008. As of 1 March 2023, the Commission operates under the *Public Sector Act 2022* (the Act).

Our Strategic Plan 2022–26

Our vision is a high-performing, future-focused public sector for Queensland.

Our purpose

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

Our objectives

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

Our responsibilities

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

The Commission also works with the Department of the Premier and Cabinet (DPC) and Queensland Treasury (QT) to oversee continuous improvement of the sector and collaborates with all government agencies to achieve its vision.

Values

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

Workforce reporting

Under the Act, the Commission is responsible for workforce reporting.

During 2022–23, the Commission released:

- the Queensland public sector workforce profile reports for September 2022 and March 2023
- annual reporting of information about work performance matters handled by each agency in accordance with section 88N of the now repealed *Public Service Act 2008*.

More information

Visit our [website](#)⁵ to learn more about our business areas and their functions.

⁵ psc.qld.gov.au

Office of the Special Commissioner, Equity and Diversity

The Office of the Special Commissioner, Equity and Diversity continues to progress initiatives that identify and address disparities across the sector. These initiatives aim to enhance policy, procedures and practice that improve employment outcomes for:

- women
- people with disability
- Aboriginal peoples and Torres Strait Islander peoples
- culturally and linguistically diverse people
- LGBTIQ+ people.

Key outcomes

In 2022–23, key outcomes include:

- reducing the gender pay gap in the Queensland public sector from 7.64% in June 2022 to 6.31% in June 2023⁶
- publishing the *Queensland public sector Gender pay equity dashboard*⁷, to increase the transparency of gender equity data and to contribute to legislative changes in the Act
- developing a new progressive approach to recruitment and selection
- conducting an equity and diversity audit of the public sector, which:
 - established a sector-wide evidence base
 - increased awareness of equity and diversity issues
 - promoted data driven strategies to address inequities
- supporting agencies to develop equity and diversity action plans
- designing initiatives that address the under-representation of women at senior levels
- supporting equity in enterprise bargaining agreements
- developing a nation-leading framework for preventing and responding to sexual harassment in the sector
- conducting the Queensland public sector respect in the workplace survey to understand employee experiences and perception about sexual harassment in the workplace
- reviewing employment conditions, and proposing enhancements to position the sector as an employer of choice for women and people with responsibility for children
- establishing an LGBTIQ+ project to provide better data to understand representation of this cohort and their experience in the sector
- contributing to the national agenda on gender pay equity by collaborating with other Australian public sector jurisdictions on joining the national equality reporting regime
- preliminary discussions with the Australian Retirement Trust on methods to support and improve the retirement income gap for women.

⁶ MOHRI Data March 2023

⁷ https://www.qld.gov.au/__data/assets/pdf_file/0014/313700/Queensland-public-sector-Gender-pay-equity-dashboard-2022.pdf

Financial summary

During the 2022–23 financial year, the Commission has continued with its core service delivery to:

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

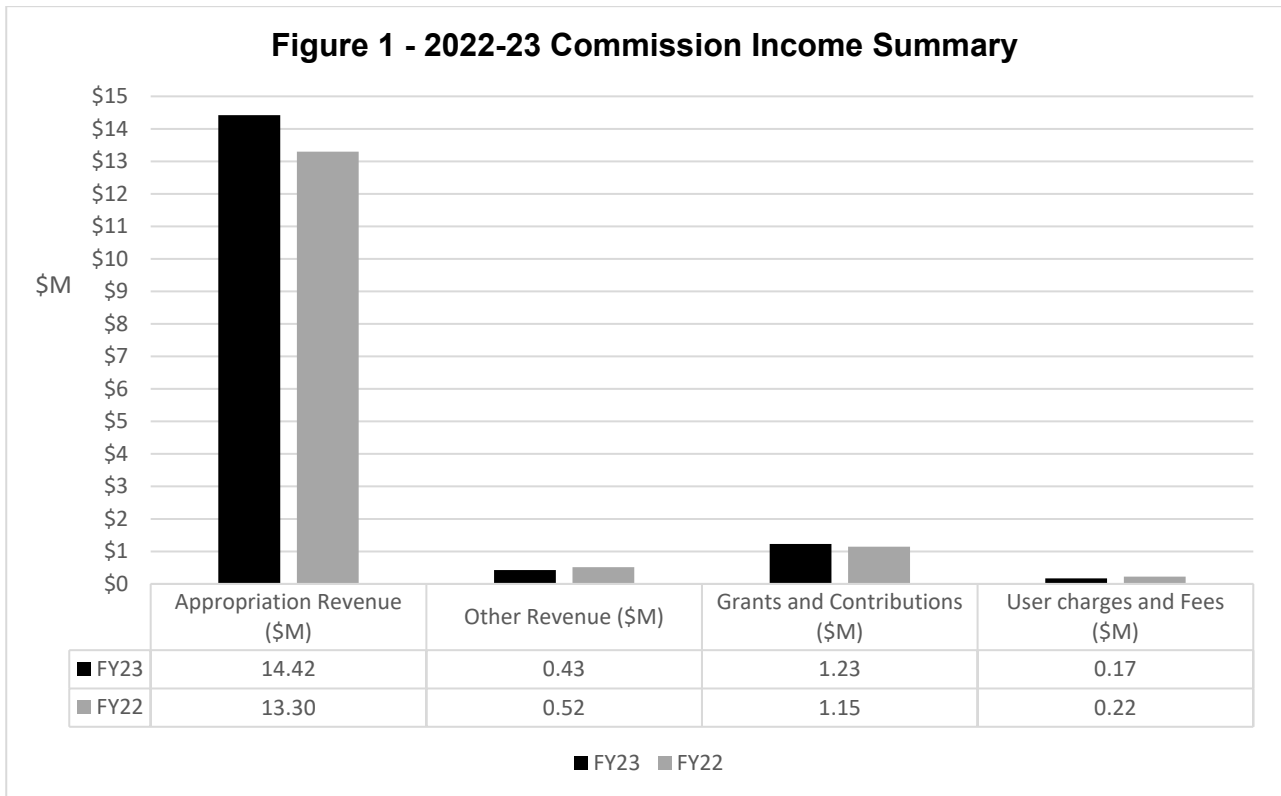
The Commission continues to deliver high quality strategies, programs and advice on public sector workforce matters to support Queensland Government agencies to deliver on their strategic vision, purpose and objectives. The Commission will also continue to support the work program of the Office of the Special Commissioner (Equity and Diversity) to support improved equity and diversity planning and reporting, and address gender-based disparities in the public sector.

Revenue

Total revenue for the Commission was \$16.25 million in 2022–23, an increase of \$1.07 million from the previous financial year. This increase was primarily due to the additional funding received for the integrity reforms and lapsed appropriation from the previous financial year.

Non-appropriated revenue, consisting of user charges, grants and contributions, and other revenue decreased by \$0.06 million compared to 2021–22 due to a decrease in cost recovery revenue services provided to other departments, such as recruitment and investigations. Additionally, the revenue collected for the contract management fees during the year was lower compared to 2021–22.

Figure 1 provides a comparison of revenue sources for the previous and current financial years as provided in the Commission’s accompanying Financial Statements.



Expenditure

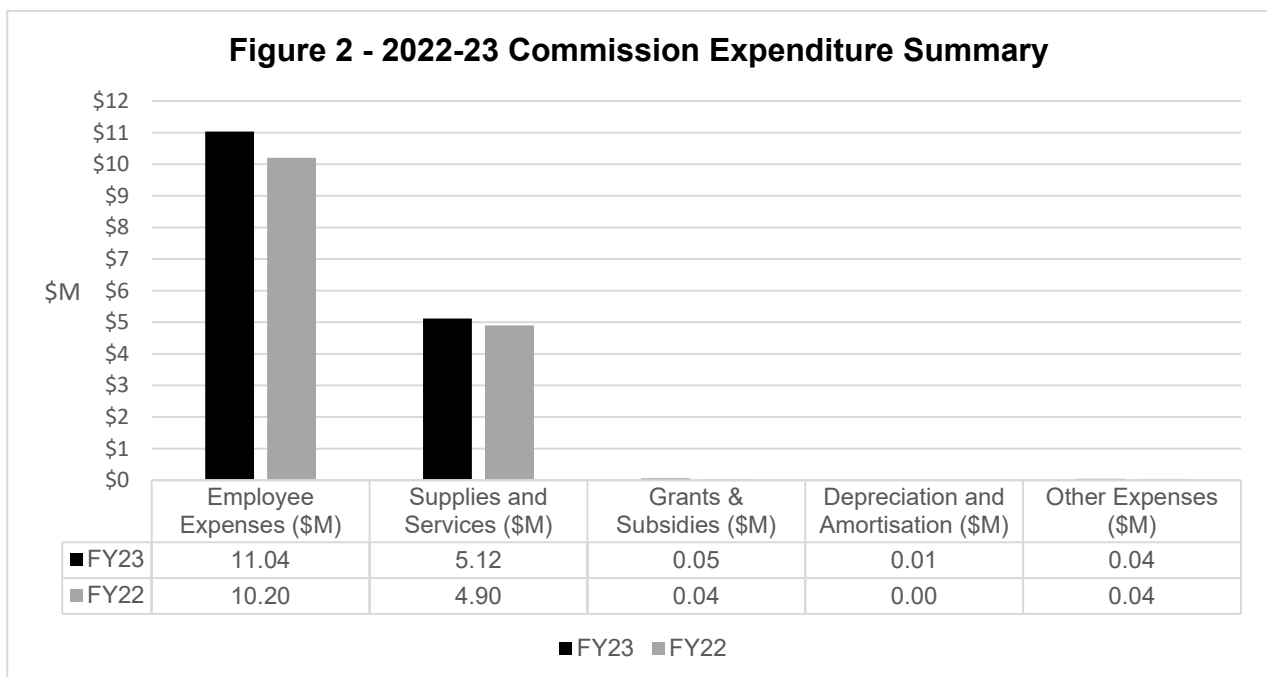
Total expenditure for the Commission was \$16.25 million in 2022–23, an increase from the previous financial year of \$1.07 million.

Employee Expenses increased by \$0.84 million from the previous financial year primarily due to an increase in full-time equivalent employees during 2022–23 to support integrity reforms and enterprise bargaining agreement.

Supplies and Services expenditure increased minimally by \$0.22 million from the previous financial year primarily due to additional spending on contractors supporting the review of workforce profile data and senior officers remuneration, offset by lower property rental and legal costs.

Other expenses remained consistent with the previous financial year.

Figure 2 provides a comparison of the Commission’s expenditure for the previous and current financial years as provided in the Commission’s accompanying Financial Statements.

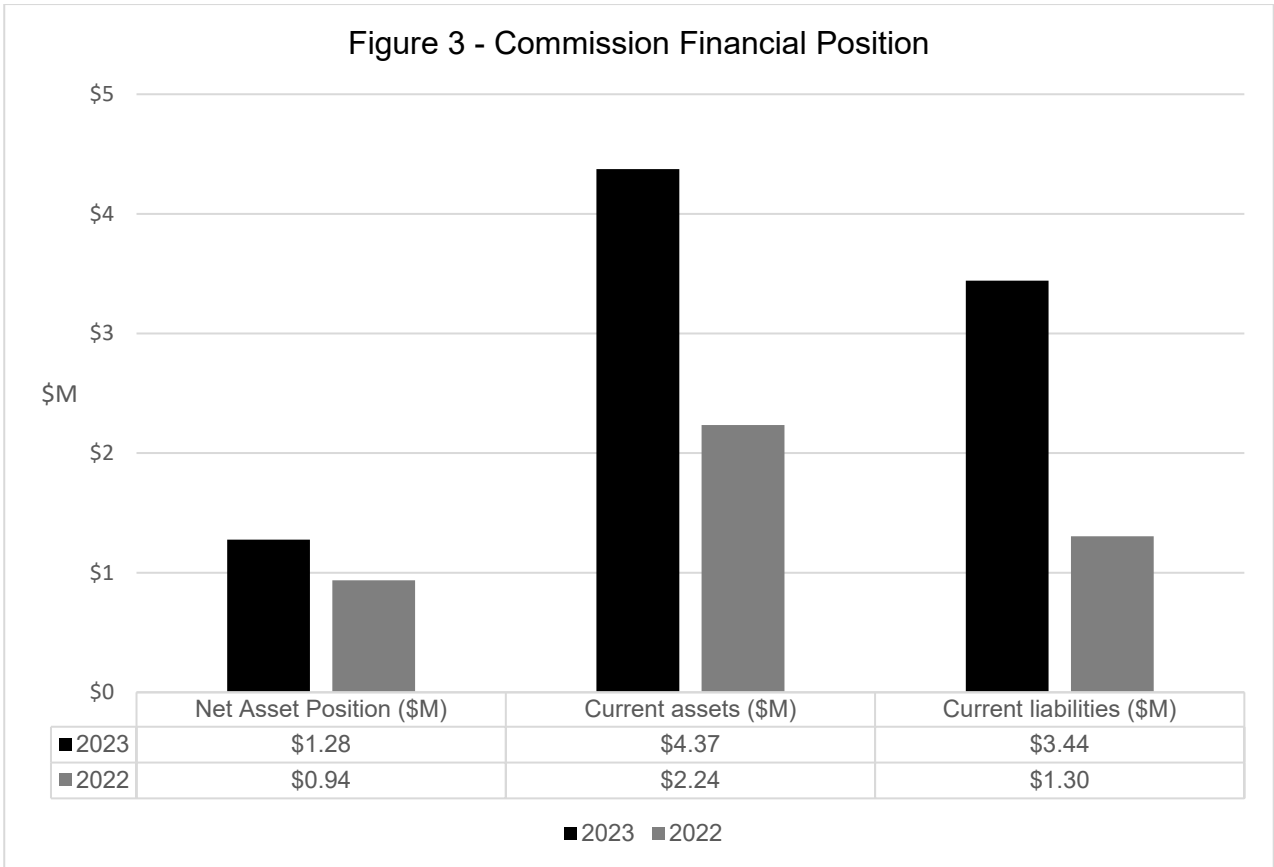


Explanations for major variances between the Commission’s financial performance and its 2022–23 budget are disclosed in the accompanying Financial Statements.

Financial position

The Commission’s net asset position increased by \$0.34 million from the previous financial year. This is primarily due to increased cash and intangible assets, offset by an increase in payables. The Commission’s assets are primarily represented by cash, receivables and prepaid assets and are offset by amounts owed for payables and employee benefits. Figure 3 demonstrates an improved liquidity position for the Commission.

Figure 3 - Commission Financial Position



Explanations for major variances between the Commission’s financial position and its 2022–23 budget are disclosed in the accompanying Financial Statements.

Chief Finance Officer Assurance

In accordance with the requirements of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Commissioner with a statement confirming, as required by section 54 of the Financial and Performance Management Standard 2019, that 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 Commission’s financial governance or financial statements for the year.

Performance

Government's objectives for the community

The Commission contributed to the [Queensland Government's objectives for the community](#)⁸, by:

- preparing agencies for the future of work through workforce strategy and capability building initiatives
- building an inclusive and diverse Queensland public sector workforce
- strengthening the sector's capability in fostering safe, respectful and inclusive workplace cultures
- promoting strategies and practices to create mentally healthy workplaces
- continuing to build the sector's capability in the prevention and response to domestic and family violence (DFV).

Strategic objectives

This section reports on the Commission's performance in relation to our [strategic plan 2022–2026](#)⁹.

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

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

- Prepared and obtained Governor in Council approval of three public service departmental arrangement notices for machinery-of-government changes.
- Continued to play a critical role in ensuring the Queensland public sector is contemporary, fit-for-purpose and future-focused by delivering a once-in-a-generation reform with the commencement of the Act.
- Drafted, consulted and released seven new high priority directives made under the Act and supported their implementation to embed them across the sector.
- Developed a framework for the oversight of senior public service employee (SES 3 and above) complaints devolved by the Crime and Corruption Commission in response to Professor Coaldrake's 2022 Review of culture and accountability in the Queensland public sector: *Let the Sunshine in*.

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

- Supported the Chief Executive Service through:
 - the recruitment and selection process for three chief executive appointments
 - the transfer of one existing chief executive
 - the movement of five chief executives following machinery of government changes
 - the reappointment and extension of contracts of four directors'-general
 - the resignation or retirement of three directors-general.
- Streamlining the processes to support efficient sector recruitment while maintaining the Government's commitment to employment security.

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

- Hosted a community of practice for ethical behaviour promoting best practice approaches and supporting members to solve issues, develop capability and model behaviour together.
- Provided targeted advice to the sector on complex performance and conduct matters.
- Conducted reviews into sensitive work performance matters to assist agencies in appropriate resolutions.
- Delivered workshops to agencies on assessing and planning for effective resolution of workplace conduct and performance matters.

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

- Published the September 2022 and March 2023 editions of the Queensland public sector workforce profile reports.
- Refreshed and strengthened the Working for Queensland survey instrument to ensure it reflects public sector priorities and provides actionable insights.

⁸ [qld.gov.au/about/how-government-works/objectives-for-the-community](https://www.qld.gov.au/about/how-government-works/objectives-for-the-community)

⁹ https://www.qld.gov.au/_data/assets/pdf_file/0008/331001/Queensland-Public-Service-Commission-Strategic-Plan-2022-2026v2.pdf

- Delivered the 2022 annual Working for Queensland survey across 68 entities with more than 85,800 employees.
- Monitored policy implementation and informed decision-making by collecting quarterly data about the conversion to permanent employment of casual and temporary employees and employees who act at, or who are seconded to, higher classifications.
- Collected annual entity data about the implementation of Supporting employees affected by workplace change (Directive 01/22) and monitored policy implementation to inform decision-making.

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

a. Build agencies' human resource (HR) capability to enable responsiveness to strategic workforce challenges:

- Continued to work with agencies and individual practitioners to improve understanding of the Working for Queensland survey data and how it can be used to inform workforce management and organisational development.
- Worked with agencies to solve strategic workforce challenges, including:
 - attracting and retaining critical skills
 - optimising internal talent platforms to drive mobility
 - building internal capability.
- Established a talent acquisition community of practice to support collective learning through sharing of attraction, recruitment and retention initiatives.
- Supported the development and implementation of a suite of initiatives to strengthen HR capability across the sector.
- Provided scholarships for three HR practitioners to undertake the Australia and New Zealand School of Government's (ANZSOG) Towards Strategic Leadership program.
- Provided scholarships for six HR practitioners to undertake the Public Sector Management Program.
- Developed and promoted a HR capability development series attended by more than 420 practitioners, to assist with the implementation of the psychosocial code of practice.
- Partnered with the Office of Industrial Relations (OIR) to present at the Industrial Relations, Public Sector Information Sessions, providing updates on the stage two public sector legislative reform progress and an overview of the Commission's program of work around directives and consultation processes.
- Developed and published seven high priority directives that support public sector entities to implement the Act.

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

- Facilitated and brokered leadership and management capability development offerings for targeted leadership cohorts, including:
 - delivered masterclasses and webinars as part of the 2022–2023 Queensland public sector leadership development series, attended by more than 4400 participants
 - provided 14 fully funded scholarships to the Public Sector Management Program for HR practitioners and Aboriginal and Torres Strait Islander employees
 - procured a new provider to deliver the People Matters and Performance Conversations programs, including new additional benefits and opportunities offered sector-wide.
- Continued provision of LEAD4QLD (leadership capability assessment and development program) and Competency Compass online tool, to strengthen sector-wide leadership capability.
- Delivered four HR community of practice meetings — embedding the Leadership competencies for Queensland framework in strategic foresight, employee value proposition, organisational culture and talent acquisition.
- Supported the Institute of Public Administration Australia (IPAA) Queensland to deliver their thought-leadership program, including:
 - the annual Chief Executives and Emerging Leaders Breakfast attended by around 600 people
 - the International Women's Day Stewards on the Couch in partnership with ANZSOG, attended by around 180 people
 - the annual Irene Longman Oration delivered by Emeritus Professor Peter Coaldrake AO attended by around 100 public purpose leaders
 - the Stewards on the Couch events series

- the Challenger series events on the topics of rethinking crises and resilience post-COVID19, and citizen engagement through complexity
- hosted the Commissioning for Outcomes Executive Roundtable
- held educational events including the new Mastercraft seminar on Royal Commissions and Public Inquiries and seminars on the national economic outlook and behavioural economics
- development of knowledge resources and online content designed to challenge and promote thinking on emerging issues and contemporary practice in public sector leadership and public policy.
- Delivered the Aboriginal and Torres Strait Islander career pathways service (the career pathways service) to improve representation of Aboriginal and Torres Strait Islander employees in leadership and decision-making roles and to strengthen the cultural capability of the sector.
- The career pathways service was delivered to 295 service users and 47 senior Aboriginal and Torres Strait Islander sector leaders were engaged to improve the cultural capability of the sector.
- The career pathways service leverages off existing investment within partner agencies enabling the service access to:
 - cross-agency job and mobility opportunities
 - cross-agency leadership and capability development opportunities
 - networking and events
 - engagement workshops
 - yarning circles
 - leadership and culturally appropriate tools and resources
 - self-assessment tools
 - online community.

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

- Managed agency requests for Public Sector Commissioner approval in accordance with Public Sector Commissioner Directives (e.g. employments, remuneration, SES profile management) through the Executive Leadership Information System
- Provided advice on the senior executive and chief executive service employee lifecycle (attraction, recruitment, onboarding, development, retention, separation) and coordination of the chief executive performance assessment and agreement process.
- Partnered with ANZSOG to continue to deliver the Queensland public sector leadership development series 2022–2023 that targets chief executives, executives and senior leaders.
- Coordinated sector-wide ANZSOG scholarships for senior executive leadership capability development including:
 - three Executive Fellows Program
 - four Executive Master of Public Administration
 - three Strategic Leadership Program.
- Provided a fortnightly SES communique promoting internal opportunities for senior executives.
- Coordinated challenge-led innovation workshop providing an immersive opportunity for executives and teams from Queensland Health, Department of Communities, Housing and Digital Economy, Department of Education and Queensland Police Service to equip teams with the capability to lead, navigate change and create meaningful societal impacts.
- Partnered with regional leadership networks, DPC and the Department of Regional Development, Manufacturing and Water to implement a collaborative governance model for enhancing system stewardship for regional delivery.

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

- In 2022–2023 the Aboriginal and Torres Strait Islander career pathways service supported:
 - 70 mobility opportunities have been accessed, enabling participants to progress into higher duties, at-level mobility or secure permanent roles, with 14 of those temporary and permanent opportunities secured through the career pathways job pool
 - delivery of five workshops supporting the Reciprocal mentoring pilot program with nine co-mentor pairs, seven of those pairs joining the 2023 Alumni group
 - production of 23 fortnightly e-newsletters promoting service user and leader profiles, cross-sector learning, development opportunities, culturally significant information and leadership content

- 103 cross-agency learning and development opportunities made available by partner agencies, with 77 of those accessed by service users
- engagement with seven Aboriginal and Torres Strait Islander and non-Indigenous career guides and cultural advisors to support the individual networks and leadership development of Aboriginal and Torres Strait Islander employees and their supervisors
- facilitation of eight meetings with the Queensland First Nations Ambassadors for Change group supporting the sector to strengthen its cultural capability and incorporate the perspectives of First Nations peoples across policy development.

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

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

- Continued to lead a sector-wide approach to managing public sector workforce growth and ensure effective oversight and governance of reporting.
- Continued to undertake a significant review of the way the public sector manages health, safety and wellbeing to progress a government election commitment, under the guidance of a review advisory panel with representatives from the Strategic Workforce Council and OIR.
- Developed a sector-wide strategy and resources to support health and safety representatives and enable employees in the public sector to better engage in workplace health and safety.
- Continued to support the sector to create mentally healthy workplaces, including managing the risks of psychosocial hazards.
- Worked in partnership with 36 Aboriginal and Torres Strait Islander leaders across the sector to address system barriers impacting progression of Aboriginal and Torres Strait Islander employees.
- Partnered with the then Department of Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts to deliver a sector-wide co-design community of practice.

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

- Facilitated the development of annual strategic workforce plans by departments as part of sector-wide planning requirements.
- Developed the Flex-connect framework and resources to provide practical guidance to employees and managers that ensure flexible work continues to support better equity, diversity, wellbeing and productivity outcomes.
- Provided strategic advice to agencies on collaborative ways of working, design thinking practices, co-design and systems thinking.
- Engaged with agencies to influence the implementation of Reframing the relationship plans as required by the Act, and to learn more about chapter one, part three of the Act and consider its import to workforce capability.

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

- Commenced research and engagement with agencies to develop and implement resources that provide practical support and guidance to the sector on workforce planning.
- Supported agencies to incorporate the 3-year human capital strategic roadmap 2022 into workforce planning.
- Supported the Strategic Workforce Council by designing and facilitating a sector-wide risk management process.
- Facilitated workshops with the Strategic Workforce Council on talent acquisition and employee value proposition, to inform future work in this area.
- **Partner with agencies to promote workforce diversity, employee wellbeing and safe work:**
- Supported the Chief Executive Leadership Board to establish the following sector-wide employment targets for diversity groups:
 - 4 per cent Aboriginal and Torres Strait Islander peoples
 - 12 per cent people with disability
 - 12 per cent culturally and linguistically diverse peoples, who speak a language other than English at home
 - 50 per cent women in leadership (to be measured at the SO, SES2, SES3, SES4 and CEO levels, with targets combining both classified and equivalent roles).

- Continued to support the *Inclusion and Diversity Strategy 2021–2025* and the Disabling the barriers to employment in the Queensland public sector implementation plan to drive improved representation and the employment experience of people with disability.
- Delivered monthly inclusion and diversity community of practice sessions to support inclusive work environments, resource sharing and promoting best practices and initiatives.
- Initiated the development of a sector-wide adjustments policy and supporting resources for people with disability to improve consistency in approach and outcomes.
- Continued to provide support and funding for the LGBTIQ+ steering committee to deliver a range of initiatives across the sector to improve outcomes.
- Evaluated the *Queensland public sector LGBTIQ+ inclusion strategy 2017–2022*, which informed the development of the LGBTIQ+ action plan 2023–2025 to ensure the sector continues to foster safe and respectful workplaces for LGBTIQ+ employees.
- Continued to lead a multi-agency group focused on implementing the public sector workplace response to domestic and family violence (DFV).
- Continued to work with Challenge DV to deliver Recognise, Respond, Refer e-learning program to ensure Queensland public sector employees have the necessary knowledge and capability to respond to employees affected by DFV.
- Promoted resources, programs and initiatives to support awareness of responsibilities in managing the risks of psychosocial hazards in the workplace.
- Strengthened relationships with OIR, Health and Wellbeing Queensland and the Queensland Mental Health Commission through communities of practice to share knowledge and resources in health, safety and wellbeing.
- Provided support and advice through the Aboriginal and Torres Strait Islander career pathways service to enable sector-wide culturally appropriate recruitment and selection processes, and to strengthen the cultural capability of the sector.
- Facilitated targeted recruitment through the Aboriginal and Torres Strait Islander career pathways job and mobility pool.
- Supported the development of culturally safe workplaces by providing culturally supportive resources and tools, leadership content and self-assessment tools to measure cultural capability.
- Engaged with the National Public Sector Commission’s cross-jurisdictional working group to support First Nations employment outcomes and cultural capability.
- Partnered with the Chief Executives Leadership Board and the Integrity Reform Steering Committee to establish the scope of a five-year program of public sector reform and commenced engagement on the development of a strategy.
- Progressed work to improve management of sexual harassment complaints by working with stakeholders to require standalone workplace sexual harassment policies that ensure avenues of complaint are clear, consistent and person-centred.

Service delivery statements

Public Sector Commission	Notes	2022–23 target/estimate	2022–23 actual
Service area: Provision of services for a high-performing public sector			
Effectiveness measure Overall participant satisfaction with Commission leadership development offerings		85%	91%
Effectiveness measure Client satisfaction with specialist workforce services advice	1	85%	53%
Effectiveness measure Overall stakeholder satisfaction with the Commission's role in providing services for a high performing public service	1	85%	71%
Efficiency measure Cost per participant at Commission leadership development offerings		\$250	\$98
Efficiency measure Cost per employee of conducting annual sector-wide employment opinion survey		\$3.00	\$2.69

Notes:

- Factors that may have contributed to the variance between the 2022–23 Target/Estimate and the 2022–23 Estimated Actual include the Public Sector Commission having an increased regulatory role with stakeholders across the sector to action policy positions associated with the response to the COVID-19 pandemic.

Future direction

In 2023–24, the Commission will work with sector agencies to:

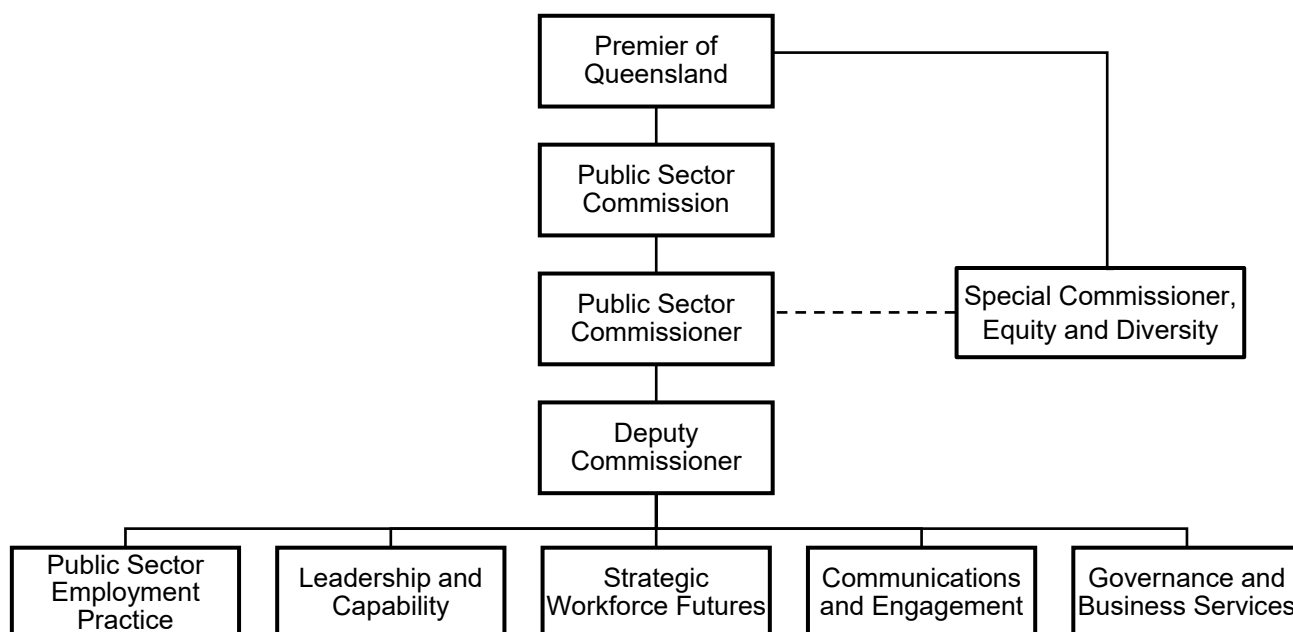
- develop and implement a 5-year strategy that will focus on our workplace, workforce and work to build an even better public sector for Queensland
- improve workforce planning to support an agile and flexible workforce
- improve flexibility for public sector workplaces, including frontline employees
- improve workplace adjustments and reduce barriers to mobility for people with disability
- implement contemporary recruitment and selection practices that support the recruitment of a diverse workforce.

The Commission will:

- Provide dedicated and focused support to the sector to implement the Act's requirements for equity, diversity, respect and inclusion, recruitment and selection, and reframing the State government's relationship with Aboriginal peoples and Torres Strait Islander peoples.
- Create an additional 12 directives (and guiding material) to support the sector to implement the Act. This includes continuing to work with the sector to implement the new recruitment and selection directive to select the person 'best suited' to the role, while taking into account equity and diversity considerations.
- Drive improved diversity and inclusion outcomes through reporting against new sector-wide targets for key diversity groups and implementing initiatives to support safe, respectful and inclusive workplace cultures.
- Engage the sector on Women in Leadership initiatives.
- Support the inclusion of the LGBTIQ+ cohort by increasing the evidence base on representation and work experiences.
- Support agencies to develop advisory services for employees who have experienced sexual harassment.
- Increase publicly available data on gender equality and the gender pay gap.
- Implement the third stage of program expansion to support more Aboriginal and Torres Strait Islander employees into management and leadership positions by providing access to capability development, support pathways and activities aimed at building the sectors cultural capability.
- Implement improved guidance and resources on strategic workforce planning to build the capability of the sector.
- Continue to provide data insights that inform sector-wide strategic workforce policy and programs and monitor performance through improved transparency of reporting.
- Work with the sector to improve approaches to strategic talent acquisition through graduate programs and positioning the Queensland public sector as an employer of choice.
- Finalise the review into sector-wide approaches to the management of health, safety and wellbeing issues, including a refresh of the sector's *Be healthy, be safe, be well* framework.
- Support HR practitioners to develop skills needed for strategic workforce planning and to address challenges.
- Continue to support the sector in meeting its workforce capability requirements under chapter one, part three of the Act to reframe the relationship with Aboriginal peoples and Torres Strait Islander peoples.
- Review the current Leadership competencies for Queensland framework to consider how to embed cultural capability competencies.
- Progress work to improve capability in delivering person-centred responses to sexual harassment complaints and ensure coordination in the sector's response to preventing and responding to sexual harassment.
- Ensure consistency in the use of senior executive service positions across the public service and ensure that all senior executives are appropriately engaged to deliver on the government's priorities.

Governance

Organisational structure



Executive management

Public Sector Commission

Under the Act, the Commission consists of:

- the Commissioner
- each Special Commissioner
- the staff of the Commission.

A Special Commissioner, Equity and Diversity, has been appointed.

Public Sector Governance Council

On 1 March 2023, with the commencement of the Act, the Public Sector Governance Council replaced the Public Service Commission Board.

In 2022–23, the Public Sector Governance Council met on three occasions and considered urgent matters out-of-session.

Key activities included monitoring:

- the performance of agencies on a quarterly basis focused on workforce, budget and capital performance
- equity and diversity activities under the guidance of the Special Commissioner, Equity and Diversity.

The Council also considered other matters such as:

- public sector diversity targets
- executive remuneration
- monitoring the number of senior executive roles
- machinery of government changes
- public sector recruitment.

Members of the Council:

- Rachel Hunter, Director General, Department of Premier and Cabinet (Chairperson)
- Maryanne Kelly, A/Under Treasurer, Queensland Treasury
- David Mackie, Public Sector Commissioner, Public Sector Commission.

Executive Leadership Team

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

ELT meets regularly to:

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

Members

- David Mackie, Public Sector Commissioner
- Jenny Lang, Deputy Commissioner
- Dr Linda Colley, Special Commissioner
- David Reed, Executive Director, Public Sector Employment Practice
- Sandra Lerch, Executive Director, Strategic Workforce Futures
- Suzi Woodrow-Read, Executive Director, Leadership and Capability

Senior Management Group

Chaired on a rotational basis by Directors across the Commission, the Senior Management Group (SMG) meets fortnightly to:

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

Members

- David Mackie, Public Sector Commissioner
- Jenny Lang, Deputy Commissioner
- Dr Linda Colley, Special Commissioner
- David Reed, Executive Director, Public Sector Employment Practice
- Sandra Lerch, Executive Director, Strategic Workforce Futures
- Suzi Woodrow-Read, Executive Director, Leadership and Capability
- Business area team leaders

Ethics and values

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

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

As custodian of the PSE Act, the Commission also has an ongoing role to enhance and promote an ethical culture and ethical decision-making across the sector. One way we meet this responsibility is through the community of practice of ethical behaviour. In the past 12 months four meetings were held and regular e-newsletters sent to members with information on key or emerging ethical issues and best practice approaches.

Human rights

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

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

Across the sector, we continued to integrate human rights into the development of policy and programs and through our interactions with stakeholders.

The Commission did not receive any human rights complaints in relation to our actions or activities during 2022–23.

Risk management

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

The Public Sector Commissioner has also established appropriate systems of internal control and risk management in accordance with *the Financial Accountability Act 2009*.

Audit and risk management committee

The Audit and Risk Management Committee (ARMC) supports the Public Sector Commissioner to meet responsibilities under the:

- *Financial Accountability Act 2009*
- Financial and Performance Management Standard 2019 (the Standard).

The ARMC is a joint committee between the Commission and DPC. The Deputy Commissioner, the Commission is a member of the ARMC.

During 2022–23, ARMC met four times with the following governance issues considered:

- Internal and external audit plans and reports
- Financial statements
- Corporate governance arrangements and activities
- Risk management and emerging areas of risk
- Cyber and information security.

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

- Director-General, DPC
- Public Sector Commissioner, the Commission
- General Manager, Corporate and Government Services, DPC
- Chief Finance Officer, DPC
- Chief Information Officer, DPC
- Director, Internal Audit and Risk Services, DPC
- Director, Corporate Governance, DPC
- Director, Governance and Business Services, the Commission
- Queensland Audit Office representative
- Internal audit service provider representative.

As required by section 30(2) of the Standard, the terms of reference outline the role of the ARMC. During 2022–23, the committee members observed the requirements of the ARMC terms of reference and had due regard to QT's *Audit Committee Guidelines – Improving Accountability and Performance 2020*.

ARMC's role is to provide independent assurance and assistance to the Public Sector Commissioner on the governance, risk, control, compliance and performance management frameworks and the Commission's external accountability responsibilities.

ARMC's responsibilities include overseeing the:

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

Internal audit

During 2022–23, the internal audit service was provided under a Service Level Agreement with DPC and delivered by Ernst & Young Australia.

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

Key internal audits conducted for the Commission included:

- Core internal control processes
- Information, data retention and storage
- Workforce profile data quality review.

External scrutiny

The Commission is subject to external review. The following reports applicable to the Commission were tabled by the Queensland Auditor-General in Parliament during 2022–23.

- **QAO Report 6: 2022–23 Managing workforce agility in the Queensland public sector**

This report examined the effectiveness of the public sector's planning to support an agile and flexible workforce that can meet changing needs and government priorities.

The report contained four recommendations directed to the Commission, including:

- providing practical guidance and support to address key workforce challenges
- developing contemporary recruitment and selection practices
- providing practical and sustainable hybrid workforce models
- championing cross-sector workforce mobility programs and common job descriptions.

The Commission has made strong progress in implementing the recommendations including:

- the release of the Flex-connect framework and resources
- the release of Directive 7/23 Recruitment and Selection that supports improved talent acquisition and mobility
- commencing research and engagement with agencies to develop resources that provide practical support on workforce planning.

The Commission will continue to work with agencies to support the effective implementation of the audit's recommendations.

- **QAO Report 17: 2022–23 Implementing machinery of government changes**

This report provides insights into central agency leadership during the 2020 machinery of government changes.

The report contained seven recommendations, four of which are directed to the Commission, including:

- improving decision-making for the distribution of resources
- consistently applying principles when implementing machinery of government changes
- establishing a process for a workforce or budget review when needed
- improving documentation of processes when implementing machinery of government changes.

The Commission will work with agencies to implement these recommendations prior to the next general state election in 2024.

Information systems

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

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

During 2022–23, the Commission provided ongoing information management, security and privacy training to employees, reiterating the importance of security and management of non-electronic information in shared workspaces and when working remotely.

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

Recordkeeping

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

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

Our Governance and Business Services team also provides ongoing recordkeeping support to employees.

The Commission adhered to recordkeeping practices under the:

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

Information security attestation

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

Right to Information and Information Privacy

The Commission received no Right to Information and Information Privacy applications in 2022–23 and did not collect any application or processing fees.

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

People

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

Workforce profile

Our workforce profile for 2022–23 is based on June 2023 minimum obligatory human resource information (MOHRI) data.

	FTE
Total FTE for the Commission (includes Office of the Integrity Commissioner)	69.22

- Permanent separation rate was 5.60 per cent (3FTE).
- No redundancy or retrenchment packages were paid during this period.
- No employees received an early retirement package.
- There were no conversions from temporary to permanent employment status.

Workforce profile data

Gender	Number (headcount)	Percentage of total workforce (calculated on headcount)
Woman	63	82
Man	14	18

Non-binary	-	-
Diversity groups	Number (headcount)	Percentage of total workforce (calculated on headcount)
Women	63	82
Aboriginal Peoples and Torres Strait Islander Peoples	<5	
People with disability	6	8
Culturally and Linguistically Diverse – Speak a language at home other than English [^]	<5	
	Women (Headcount)	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s122 equivalent combined)	9	60
Senior Executive Service and Chief Executives (Classified and s122 equivalent combined)	5	62

*To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers should be replaced by <5.

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

Early retirement, redundancy and retrenchment

No redundancy/early retirement/retrenchment packages were paid during the period 2022–23.

Health, safety and wellbeing

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

- encouraged flexible work practices to achieve a healthy work-life balance
- provided free flu vaccinations, health checks, ergonomic assessments and financial and superannuation information sessions
- promoted staff access to the Employee Assistance Program, which offers employees free, professional and confidential counselling services
- raised awareness of DFV in the workplace and key prevention initiatives, including Darkness to Daylight Challenge, White Ribbon Day and Domestic and Family Violence Prevention Month
- launched an internal cultural capability working group to improve the Commission's level of cultural awareness, and to create a culturally safe and capable workplace that has greater influence in strengthening the cultural capability across the sector
- established an employee representative group to consult and engage employees on managing the risks of psychosocial hazards
- participated in the Australian Red Cross Lifeblood, Queensland Government Blood Challenge, taking out the category of most donations as a percentage of staff for the third year in a row.

Inclusion and diversity

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

- raised awareness of key initiatives, including Wear it Purple Day, Frocktober, NAIDOC Week, Disability Action Week and International Women's Day
- promoted the Queensland Government's Cultural Capability Portal, which provides employees with access to a range of resources that help build cultural capability skills and knowledge
- nurtured a culture that emphasises inclusion and diversity by offering employees cultural capability development opportunities
- actioned and supported commitments in the *Queensland multicultural action plan* and *Cultural capability action plan* towards an inclusive, diverse and culturally capable workforce.

Capability development

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

- masterclasses and webinars delivered as part of the 2022–2023 Queensland public sector leadership development series
- attendance at the Australia and New Zealand School of Government (ANZSOG) First Nations Public Administration Conference
- attendance at cultural awareness and cultural capability sessions including Building on the Strengths of our Stories training
- attendance at the BiiG Network Innovation Conference
- access to online collaboration tools for increased engagement across teams and agencies
- attendance in IPAA Queensland offerings including the CEO and Emerging Leaders Breakfast, and Stewards on the Couch event
- participation in accredited programs including the Executive Master of Public Administration and Public Sector Management Program.

Workforce engagement

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

In 2022, 95% of our employees responded to the survey, with employee engagement increasing by three percentage points to 78%. Our employees also reported a high level of trust in the integrity of organisational managers and leaders and a need for continued focus on process improvements to recruitment and selection and professional development.

In 2022–23, the Commission focused its efforts on:

- empowering employees to grow their expertise and leadership capability through development opportunities, promoted weekly in the Commission's internal email
- increasing organisational fairness, particularly relating to recruitment and selection
- helping individuals and teams to effectively manage workloads and respond to emerging priorities
- continuing to refine flexible work agreements for each employee
- implementing resources, tools and practices developed by an internal working group that assists teams to realise their full potential and create a thriving workplace.

Glossary

AASB	Australian Accounting Standards Board
AL	Annual leave
ANZSOG	Australia and New Zealand School of Government
ARMC	Audit and Risk Management Committee
ARRs	Annual report requirements for Queensland Government agencies
CE	Chief executive
CHRO	Chief human resources officer
DFV	Domestic and family violence
DPC	Department of the Premier and Cabinet
EEO	Equal employment opportunity
ELT	Executive Leadership Group
EMS	Employee mobilisation service
FAA	<i>Financial Accountability Act 2009</i>
FBT	Fringe Benefits Tax
FPMS	<i>Financial and Performance Management Standard 2019</i>
FTE	Full-time equivalent
GST	Goods and Services Tax
HR	Human resources
ICT	Information communications and technology
IPAA	Institute of Public Administration Australia
KMP	Key management personnel
LEAD4QLD	Leadership assessment and development program
LSL	Long service leave
MOHRI	Minimum Obligatory Human Resource Information
OIR	Office of Industrial Relations
PSE Act	<i>Public Sector Ethics Act 1994</i>
QAO	Queensland Audit Office
QGIF	Queensland Government Insurance Fund
QT	Queensland Treasury
QUT	Queensland University of Technology
SES	Senior executive service
SMG	Senior Management Group

SWC	Strategic Workforce Council
the Act	<i>Public Sector Act 2022</i>
the Bridgman Review	<i>the Review of public sector employment laws – A Fair and Responsive Public Service for All report</i>
Coaldrake Review	<i>the Review into Queensland public sector workforce report</i>
the Commission	Public Sector Commission
the Council	Public Sector Governance Council
the sector	Queensland public sector

Annual report compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	iii
Accessibility	Table of contents	ARRs – section 9.1	ii
	Glossary		44
	Public availability	ARRs – section 9.2	i
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	i
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	i
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	i
General information	Introductory Information	ARRs – section 10	1–4
Non-financial performance	Government’s objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	9–14
	Agency objectives and performance indicators	ARRs – section 11.2	9–14
	Agency service areas and service standards	ARRs – section 11.3	15
Financial performance	Summary of financial performance	ARRs – section 12.1	6-8
Governance – management and structure	Organisational structure	ARRs – section 13.1	16
	Executive management	ARRs – section 13.2	17
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	Nil
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	17
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	18
	Queensland public service values	ARRs – section 13.6	4
Governance – risk management and accountability	Risk management	ARRs – section 14.1	18
	Audit committee	ARRs – section 14.2	18
	Internal audit	ARRs – section 14.3	19
	External scrutiny	ARRs – section 14.4	19
	Information systems and recordkeeping	ARRs – section 14.5	20

	Information Security attestation	ARRs – section 14.6	20
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	21
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	21
Open data	Statement advising publication of information	ARRs – section 16	i
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	i
	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	40
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	41

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

