

Department of the Premier and Cabinet

# 2012–13 Annual Report

## Communication objective

This Annual Report provides information about the Department of the Premier and Cabinet's financial and non-financial performance for 2012-13. 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's and the Office of the Queensland Parliamentary Counsel's *2012-2016 Strategic Plan* and the *2012-13 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 Commonwealth and local governments, industry and business associations, community groups and staff.

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Readers are invited to comment on this report through the department's website.

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13 September 2013

The Honourable Campbell Newman MP  
Premier of Queensland  
Executive Building  
100 George Street  
Brisbane QLD 4000

Dear Premier

We are pleased to present the 2012-13 Annual Report for the Department of the Premier and Cabinet.

We certify that this Annual Report complies with the:

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

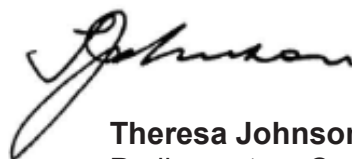
In order to streamline the annual reporting process this year, the Office of the Queensland Parliamentary Counsel has been included in the 2012-13 Annual Report for the Department of the Premier and Cabinet.

A checklist outlining the annual reporting requirements is included in this report.

Yours sincerely



**Jon Grayson**  
Director-General



**Theresa Johnson**  
Parliamentary Counsel

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# Our performance

# Message from the Director-General

Over the past year, our workplace has undergone significant change, affording us the opportunity to work together in new ways and think differently as we lead the government's reform program across the public service.

Major initiatives commencing in 2012-13 included the establishment of the:

- State Coordination of Legal Representation Unit to coordinate whole-of-government legal advice in relation to various Commissions of Inquiry
- G20 State Coordination Unit to plan and coordinate delivery of Queensland Government services in support of the G20 Leaders' Summit in November 2014 and the Finance Ministers and Central Bank Governors' Meeting (F20) in September 2014 and to maximise the opportunities and benefits for Queensland as the host state
- Anzac Centenary Coordination Unit to support delivery of activities and events throughout Queensland to commemorate the Anzac Centenary between 2014-18.

The department is also leading the delivery of the following projects for the Premier:

- *The Queensland Plan: a 30-year vision for Queensland*
- the One Stop Shop initiative to provide seamless and simple access to government services for customers
- the open data initiative to prioritise the release of public sector data for open use so innovative services and solutions can be developed by Queenslanders
- projects advancing the cultural renewal of the Queensland public service.

Public services around the world have embarked on paths of renewal and reform. For the Queensland Government, our public service culture and values are central to the success of our renewal and achieving our goal of providing better outcomes for Queensland communities.

The Queensland Government has embarked on an ambitious renewal program and DPC plays a lead role, particularly through the Public Sector Renewal Board which assists agencies to play their part. DPC too is reviewing its services to ensure we are playing our role effectively.

Review of the Department of the Premier and Cabinet's (DPC) services has resulted in a number of changes, including the move to transfer our library and research services to the State Library of Queensland.

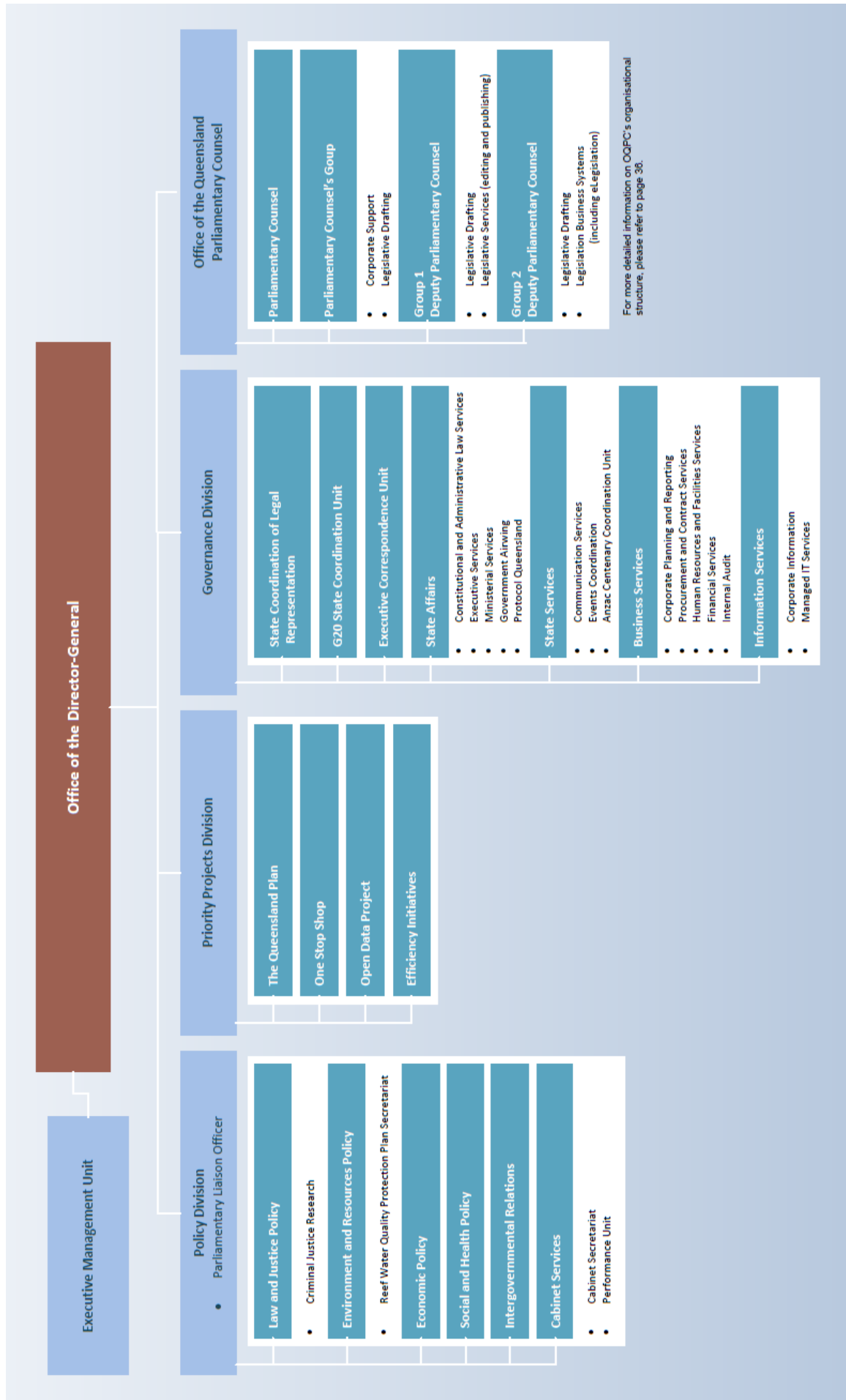
A review of corporate services across government in December 2012, resulted in DPC and PSC centralising and streamlining corporate services within DPC. And the Business Services area completing a contestability review of Procurement and Contract Services. Service mechanisms have been restructured and are already achieving savings.

Throughout the review process, DPC continued to provide corporate services and support the Premier, Cabinet ministers and agencies in the processes of Cabinet, Parliament and Executive Council and provided policy advice and coordination to line agencies.

It has been a challenging year, and DPC staff have met these challenges head on while maintaining a high level of professionalism in service delivery. I look forward to working with these dedicated staff, our stakeholders and our customers in the coming year as we strive to be the best public service in the nation.



Jon Grayson  
**Director-General**



# About the department

Established in 1859 as the Colonial Secretary's Department, the Department of the Premier and Cabinet (DPC) has been in operation for over 150 years, with responsibility for coordinating and leading the achievement of whole-of-government priorities while managing the administrative responsibilities of government.

In addition to DPC, the Premier's Ministerial Portfolio includes the Public Service Commission, the Office of the Governor and the Queensland Audit Office. Information on each of these entities can be found in their Annual Reports.

## DPC's Strategic Plan:

Department of the Premier and Cabinet

### Strategic Plan 2012–16

#### Vision

The best public sector in Australia: efficient, modern and service-oriented.

#### Role

Support the Premier and Cabinet and drive public sector renewal

#### Objectives

1. Provide the Premier and Cabinet with independent, rigorous and forward-looking policy advice
2. Lead a resilient, innovative public sector
3. Develop organisational capability and agility
4. Renew the public sector to be more efficient while sustainably reducing costs

#### Strategies

- Inspire innovation through leading by example
- Establish and lead the Public Sector Renewal Program across government
- Cultivate a high-performing and professional workforce
- Nurture strategic relationships with stakeholders

#### Key Performance Indicators

- Benefits of reform initiatives identified by the Public Sector Renewal Program are realised
- Customer satisfaction
- Premier's satisfaction
- Cabinet's satisfaction
- Government commitments delivered on time

#### Priorities

Restore accountability in government through addressing the following challenges in 2012–13:

- Establish Strategic Policy Unit
- Deliver Public Sector Renewal Program
- Implement Commission of Audit recommendations

And additionally undertake other priority activities:

- Prepare for the ANZAC Centenary Commemoration
- Prepare for G20
- Review corporate services

#### Values

The department is committed to the ethics values of the *Public Sector Ethics Act 1994*, and will also be guided by the following values:

- Collaboration with partners
- Capable and responsive
- Outcome focused
- Our people make the difference



The department's key stakeholder is the Premier. By managing and developing resources in order to sustain a skilled and capable organisation, and actively working to strengthen governance systems, the department is better able to serve the needs of the Premier. Each year the department provides the Premier with the opportunity to provide feedback on services provided for that year. For the 2012-13 year, the Premier indicated an overall satisfaction level of 99 per cent with services provided by the department.

DPC is committed to supporting the delivery of the government's community objectives through providing robust, objective policy advice, coordinating Cabinet support and managing the business of government.

Providing leadership to government agencies and to other stakeholders on policy development and performance improvement is a key priority for DPC, and a survey of stakeholders, including Directors-General, Cabinet Legislation and Liaison

Officers and Senior Policy Officers across government indicated a client satisfaction rating of 96 per cent with this service.

Quality advice and support is provided to our key stakeholders, as indicated by Objective 1, above. Surveys undertaken throughout the year indicate that our stakeholders were satisfied on 90 per cent of occasions with the quality of support provided.

Engagement with the community enables us to actively promote transparency of government decision making and develop a long-term strategic vision for Queensland.

The Premier has committed to reporting to Queenslanders every six months on the government's progress towards delivery of the five pledges. The progress made on each of the government's commitments during 2012-13 is published online at [www.thepremier.qld.gov.au/plans-and-progress](http://www.thepremier.qld.gov.au/plans-and-progress)



## The Office of the Queensland Parliamentary Counsel (OQPC)

The Office of the Queensland Parliamentary Counsel (OQPC) was established as a statutory authority on 1 June 1992 under the *Legislative Standards Act 1992* (the Act). The office is headed by the Parliamentary Counsel appointed under the Act. As part of the Premier's Ministerial Portfolio, OQPC's key strategic role is to support government and democracy by drafting and publishing legislation for Queensland.

OQPC's responsibilities under the Act include advising on alternative ways of achieving policy objectives and on the application of fundamental legislative principles. These principles underpin good legislation and include ensuring legislation has sufficient regard to the rights and liberties of individuals and the institution of Parliament.

### OQPC's Strategic Plan:

Office of the Queensland Parliamentary Counsel Attachment 4.1.3

#### Strategic Plan 2012–16

**Vision**  
Committed to excellence in Queensland legislation

**Role**  
Support government and democracy by drafting and publishing legislation for Queensland

**Objectives**

- Draft Queensland legislation of the highest standard
- Provide access to Queensland legislation of the highest standard
- Maximise OQPC's organisational capability and agility

**Strategies**

- Identify and adopt best practice in legislative drafting and publishing
- Cultivate a high-performing, resilient and innovative workforce
- Nurture strategic relationships with clients, stakeholders and partnering entities

**Key Performance Indicators**

- Government legislative program delivered on time
- Client satisfaction with drafting services
- Client satisfaction with accessibility and publishing services
- Premier's satisfaction with contribution to reduction in regulatory burden

**Values**  
OQPC is committed to the ethics values of the *Public Sector Ethics Act 1994*, and will also be guided by the following values:

- Collaboration with partners
- Capable and responsive
- Outcome focused
- Our people make the difference

**Priorities**  
Main challenges in 2012–13:

- Draft, within tight timeframes, succinct, user-friendly and error-free legislation that has regard to fundamental legislative principles
- Contribute drafting and publishing services to reduction in regulatory burden
- Progress eLegislation project to streamline the drafting, publishing and accessibility of legislation
- Contribute to public sector renewal program



OQPC has a number of unique responsibilities under the Act. These include:

- ensuring the Queensland statute book is of the highest standard
- providing an effective and efficient drafting service for Queensland legislation
- publishing and making legislation accessible.

Successful delivery of these statutory responsibilities is supported by the three objectives established under OQPC's strategic plan. OQPC's strategic key performance indicators cumulatively measure its success in relation to these objectives.

OQPC's results against its key performance indicators in 2012-13 include:

- responding in a timely way to requests from government departments and agencies for the preparation of new and amended principal and subordinate legislation through the delivery of:
  - 79 Bills (6384 pages)
  - 298 instruments of subordinate legislation (3547 pages)
  - 28 government amendments to Bills debated in Parliament (238 pages).
- Surveys completed by government instructing officers reveal a high level of client satisfaction

with OQPC's drafting services. The overall client satisfaction rating achieved for 2012-13 was 97.4 per cent.

- As part of DPC's survey of key stakeholders, the Drafting and ePublishing Service provided by OQPC achieved a 100 per cent satisfaction rating from Ministers, Directors-General, Cabinet Legislation and Liaison Officers and agency Senior Policy Officers in relation to its timeliness, quality of information and support.
- To further strengthen client confidence and satisfaction with OQPC's drafting and publishing services, the office continued a range of initiatives to continue to generate service delivery products of the highest standard. Some of these initiatives included:
  - strict adherence to rigorous quality control processes on all legislation drafted and published
  - provision of timely advice to departments and agencies on the pending expiry of subordinate legislation and the automatic commencement of uncommenced Act provisions
  - regular internal communications and updating of technical written materials used by drafters to ensure their work reflected best practice and applicable standards (these materials include the *Drafting Standard and Precedents and Information Manual*)
  - provision of regular training for instructing agencies, enhancing their capacity to instruct OQPC effectively so drafted products meet their needs and expectations.
- Similarly, client satisfaction with the accessibility of Queensland legislation was promoted through a range of measures, including:
  - authorisation of electronic reprints
  - implementation of a number of enhancements to the Queensland legislation website, including print-on-demand functionality and the publication of third reading versions of Bills
  - progression of the backcapture project which involved the electronic publication of pre-1991 legislation as made
  - annual volumes of Acts as passed from 1963 to 1991 were scanned and published on the Queensland legislation website
  - application of consistent user experience to the Queensland legislation website.
- In an address to OQPC staff on 19 June 2013, the Premier expressed his thanks for OQPC's significant contribution to the government's red tape reduction initiative. OQPC's key

activities for this initiative included:

- providing regular legislative page counts to the Office of Best Practice Regulation
- drafting the required principal and subordinate legislation on instructions from administering agencies
- providing advice to administering agencies on legislative options for reducing the regulatory burden, alternative means of achieving policy objectives and the application of the principles that underpin good legislation, including fundamental legislative principles
- presenting and chairing a session at the Queensland Law Society's 7th Annual Government Lawyers' Conference on red tape reduction, including OQPC's role in supporting agencies to achieve reductions in the regulatory burden.

## Community Cabinet

Community Cabinet provides a forum for members of the public to participate and engage, through a scheduled meeting process, with relevant Ministers, Assistant Ministers and senior government officials.

For each two day Community Cabinet meeting an information brochure is handed out at the forum providing participants tips on how to get the most out of these meetings.

Community Cabinet meetings are held throughout the year at different regional and metropolitan locations. During 2012–13 meetings were held at the following venues:

- Townsville
- Whitsundays
- the Royal National Agricultural and Industrial Association of Queensland (RNA) Show
- Cairns
- Goondiwindi
- Kingaroy
- Fraser Coast
- Burdekin
- Thursday Island.

All departments provide valuable support for Community Cabinet meetings. For example, DPC works with the Department of Communities, Child Safety and Disability Services to advise local community groups that Community Cabinet will be in their area and describes the opportunities the event provides for the region.

## Events

During 2012-13, the department was involved in a range of community activities that encouraged community participation and engagement in government initiatives. These projects provided an opportunity for Queenslanders to connect with each other, the government and the state. Some of these events are described below.

### Australia Day

Each year the department, in conjunction with the National Australia Day Council, coordinates Australia Day activities. Australia Day events and activities held in 2012-13 included:

- the Queensland Australian of the Year Awards, announced in Brisbane in November 2012, with winners representing the state at the Australian of the Year Awards announced in January 2013
- the annual Australia Day Lunch attended by representatives from the business, government and not-for-profit sectors to celebrate our achievements as a nation

- the Australia Day Festival at The Parklands, South Bank, which highlighted local community and professional artists to create an all day celebration
- the Celebration of Faiths event, which encouraged a diverse gathering of religious faiths across South East Queensland, increasing awareness and acceptance of multiculturalism within our community
- a 21-gun salute at The Parklands, South Bank
- the Australia Day Ambassador program, through which 40 high achieving, inspirational Queenslanders from diverse fields and backgrounds were sent to 28 local councils to join in a total of 40 Australia Day celebrations across the state
- the Australia Day regional program that encouraged Local Government Authorities and community organisations to celebrate outstanding members of their community through Australia Day Achievement and Local Government awards
- the national Australia Day in the Office program that encouraged Australians to celebrate with their work colleagues on Wednesday 25 January, and awarded one registered business in Queensland with catering for their celebration
- the Ultimate Aussie Dish social media competition, that saw Queenslanders enter their favourite Aussie Dish recipe on the Australia Day Queensland Facebook page, with the winner flown to Melbourne to meet the MasterChef judges.

## Queensland Week

Each year the department hosts Queensland Week to celebrate Queensland's official separation from New South Wales as an independent colony. In 1859 Queen Victoria signed the Letters Patent authorising Queensland's separation, which is commemorated on 6 June each year.

In 2013, Queensland Week ran from 1-9 June, with celebrations including:

- a Citizenship Ceremony attended by more than 600 candidates from 70 countries who became Australian citizens
- the Queensland Greats Awards honoured Mr Tim Fairfax AM, Associate Professor Dimity Dornan AM, Mr Stefan Ackerie, Professor G.Q. Max Lu FAA FTSE and Mr Herb Wharton. The Australia Red Cross Society was also recognised for their lifelong contribution to Queensland
- the Great Queensland Week Adventure Trail encouraged teams to answer clues, solve riddles and complete physical challenges on a course that took participants through South Bank, Kurilpa Park and Roma Street Parkland.

The Adventure Trail started and finished at The Courier-Mail Piazza in the Parklands, South Bank on Sunday 9 June 2013.

- A free program of live entertainment and activities was held in the Piazza from 12.30 p.m. as Adventure Trail participants made their way back to the finish line. The Adventure Trail was open to all ages and levels of fitness and ability. Participants registered online in groups of two to 10 people at a cost of \$10 per team.
- The entertainment and activities at the Piazza were open to the general public at no cost.
- Team prizes were awarded for best name, best costumes and most enthusiastic cheer as well as a grand prize draw for overall team and overall individual.
- the Queensland Day in the Office statewide program encouraged working Queenslanders to share the celebration of our state birthday with their work colleagues on Thursday 6 June 2013.
  - To support communities and businesses wishing to hold a Queensland Day celebration, Events Coordination developed an online registration form and a downloadable toolkit of event planning and marketing support materials.
  - Di Bella Coffee sponsored the Queensland Day in the Office program by providing and distributing an incentive in the form of Di Bella Coffee introductory packs to all registrants and providing a \$2000 prize for the Queensland Day in the Office competition
- the Ultimate Queensland social media campaign encouraged Queenslanders to share photos on the Queensland Week Facebook page, with the winner flown to Hayman Island to meet cricketer Matthew Hayden
- the Queensland Week Sponsorship Program encouraged Queenslanders to celebrate and commemorate Queensland Week in a way that reflected the unique culture, heritage and aspirations of their own community. A total of 13 Queensland Week celebration programs were sponsored with events and activities held across 19 locations.

Queensland Week events sponsored as part of the 2013 program were:

- Queensland Week Family Fun Day
- Queensland Week Ubobo Bush Festival
- Queensland Week Chronicles of Flinders – 150 Year Celebrations
- Our Queensland Our Bloomin' Beautiful Blackbutt Queensland Week Celebration
- Queensland Week Bush Spirit Festival
- Queensland Week Inter-Island Tug-of-War
- Murweh Queensland Week Celebration
- Queensland Week Celebrations Mackay Style
- Three Endangered Animals - A Queensland Week production
- Queensland Week Surfers' Paradise Beach Picnic
- Queensland Week Indigenous Music Showcase
- Queensland Week "Lowkey" Music Festival
- Queensland Week Whitsunday Window Display Competition.

**Other key community engagement activities included:**

- Queensland Reconciliation Awards
- Olympic Welcome Home Parade
- Government pavilion at the Ekka
- Australia Day II - Bundaberg
- Rise and Shine Queensland tour.

# Financial summary

The financial summary provides an overview of the department's financial performance for 2012-13. A detailed view of the department's financial performance for 2012-13 is provided in the financial statements included in this Annual Report.

2012-13 saw the department enter a period of organisational stability following the machinery of government changes that took place in 2011-12.

This stability combined with the department's ongoing commitment to the government's fiscal repair strategy, is reflected in lower than forecast expenses. The department remains well positioned financially to meet its objectives as outlined in the 2012-2016 Strategic Plans as well as any future challenges.

In accordance with the *Financial Accountability Act 2009* the Chief Finance Officer has provided the Director-General with a statement that the

department's financial internal controls are operating efficiently, effectively and economically.

The department's primary source of revenue is departmental service revenue. In addition, the department received contributions from other entities, sponsorship towards events and revenue from user charges such as corporate services provided to other agencies.

The major expenses associated with the department's activities include employee expenses (wages, salaries, related taxes and superannuation), supplies and services costs associated with the day-to-day operation of the department, grants and subsidies and depreciation of the department's physical assets.

The tables below and overleaf provide a comparison of the 2012-13 actual financial results with the 2011-12 actual financial results.

Comparison between Actual Results for 2012-13 and 2011-12

Department of the Premier and Cabinet	Actual 2012-13 \$'000	Actual 2011-12 \$'000	Variance \$'000
<b>Income from Continuing Operations</b>			
Departmental services revenue	83,884	136,396	(52,512)
User charges	4873	4781	92
Grants and other contributions	1084	1380	(296)
Gains	290	-	290
Other revenue	587	802	(215)
<b>Total income from Continuing Operations</b>	<b>90,718</b>	<b>143,359</b>	<b>(52,641)</b>
<b>Expenses from Continuing Operations</b>			
Employee expenses	46,165	64,209	(18,044)
Supplies and services	27,609	37,965	(10,356)
Grants and subsidies	14,530	24,170	(9640)
Depreciation and amortisation	1281	1468	(187)
Impairment loss	4	-	4
Revaluation decrement	-	627	(627)
Finance/borrowing costs	795	866	(71)
Other expenses	334	14,054	(13,720)
<b>Total Expenses from Continuing Operations</b>	<b>90,718</b>	<b>143,359</b>	<b>(52,641)</b>
<b>Operating Result from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

Total income for the year was \$90.718 million. This represented an overall decrease in revenue of \$52.641 million (37 per cent), with a corresponding decrease in expenses. This decrease is primarily the result of a reduction in departmental service revenue due to the effect of the 2011-12 machinery of government changes, completion of the Queensland Floods Commission of Inquiry and the application of aggressive savings targets. This is partly offset by funding provided for temporary projects such as state legal representation at

various Commissions of Inquiry and Queensland's Anzac Centenary Commemoration.

Employee expenses have decreased as a result of the continued implementation of the government's workforce management priorities and the effect of the 2011-12 machinery of government changes.

Supplies and services have decreased predominately due to the machinery of government changes, completion of the Queensland Floods

Commission of Inquiry, cessation of the Queensland Premier's Literary Awards and the completion of the TRIM upgrade in 2011-12.

The decrease in grants and subsidies is primarily due to grant payments made to entities supporting the Gold Coast 2018 Commonwealth Games (this function was transferred to the Department of Tourism, Major Events, Small Business and the Commonwealth Games in 2011-12), the University of Queensland for the Queensland Centre for Social Science Innovation and the Centre for the Government of Queensland and a donation made to the Regional Queensland Premier's Disaster Appeal.

The decrease in other expenses is primarily due to the initial instalment paid by the state government through the department for the marketing rights relating to the promotion, marketing and merchandising of the Commonwealth Games in 2018. As a result of the 2011-12 machinery of government changes, current instalments have been met by the Department of Tourism, Major Events, Small Business and the Commonwealth Games.

The department continued to maintain a sound net asset position as at 30 June 2013 through effective asset management practices and the management of liabilities owing.

Department of the Premier and Cabinet	Actual 2012-13 \$'000	Actual 2011-12 \$'000	Variance \$'000
<b>Current Assets</b>			
Cash and cash equivalents	5220	2100	3120
Receivables	6827	7815	(988)
Inventories	140	129	11
Other current assets	782	411	371
<b>Total Current assets</b>	<b>12,969</b>	<b>10,455</b>	<b>2,514</b>
<b>Non-current Assets</b>			
Intangible assets	1768	1944	(176)
Property, plant and equipment	11,662	11,964	(302)
<b>Total Non-current assets</b>	<b>13,430</b>	<b>13,908</b>	<b>(478)</b>
<b>Total Assets</b>	<b>26,399</b>	<b>24,363</b>	<b>2,036</b>
<b>Current Liabilities</b>			
Payables	6814	3568	3246
Other financial liabilities	1304	1232	72
Accrued employee benefits	1746	1893	(147)
<b>Total Current liabilities</b>	<b>9864</b>	<b>6693</b>	<b>3171</b>
<b>Non-current Liabilities</b>			
Other financial liabilities	11,174	12,445	(1271)
<b>Total Non-current liabilities</b>	<b>11,174</b>	<b>12,445</b>	<b>(1271)</b>
<b>Total Liabilities</b>	<b>21,038</b>	<b>19,138</b>	<b>1,900</b>
<b>Net Assets</b>	<b>5,361</b>	<b>5,225</b>	<b>136</b>
<b>Equity</b>			
Contributed equity	1776	1640	136
Accumulated surplus	3585	3585	-
<b>Total Equity</b>	<b>5,361</b>	<b>5,225</b>	<b>136</b>

The reduction in current receivables by \$0.988 million is largely due to the effect of the 2011-12 machinery of government changes.

In comparison, current payables have increased by \$3.246 million (91 per cent) primarily due to timing differences in the payment of creditors and accrued expenditure recognised as at 30 June 2013 for

legal fees relating to state legal representation at various Commissions of Inquiry and *The Queensland Plan* advertising.

The following table provides a comparison of the actual financial results of the controlled operations of the department with the original budget published in the State Budget papers.

Comparison between Budget Results and Actual Results for 2012-13

<b>Controlled Funds - Parent Entity</b>	<b>Actual \$'000</b>	<b>Original Budget \$'000</b>	<b>Variance \$'000</b>
<b>Income from Continuing Operations</b>			
Departmental services revenue	83,884	105,502	(21,618)
User charges	4,873	5,253	(380)
Grants and other contributions	1,084	714	370
Gains	290	-	290
Other revenue	587	4	583
<b>Total income from Continuing Operations</b>	<b>90,718</b>	<b>111,473</b>	<b>(20,755)</b>
<b>Expenses from Continuing Operations</b>			
Employee expenses	46,165	47,963	(1,798)
Supplies and services	27,609	39,039	(11,430)
Grants and subsidies	14,530	21,062	(6,532)
Depreciation and amortisation	1,281	2,022	(741)
Impairment loss	4	-	4
Finance/borrowing costs	795	799	(4)
Other expenses	334	588	(254)
<b>Total Expenses from Continuing Operations</b>	<b>90,718</b>	<b>111,473</b>	<b>(20,755)</b>
<b>Operating Result from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

The decrease in departmental service revenue is primarily due to the machinery of government transfer of the Office of Public Sector Renewal to the Public Service Commission, the transfer of the Health Renewal Taskforce to Queensland Health and delays in negotiation of the public sector enterprise bargaining agreement. This decrease is partly offset by funding provided for State legal representation at various Commissions of Inquiry and voluntary redundancy payments.

The decrease in supplies and services is largely due to machinery of government transfers, reduction in outsourced corporate support costs, less than expected operational spend on the implementation of the new Cabinet Information System and net deferrals between years, including for the eLegislation project and Parliamentary Committee projects. This increase is partly offset by a reallocation of budget to undertake *The Queensland Plan*.

The decrease in grants and subsidies is due to the reallocation of budget to undertake *The Queensland Plan* as well as the deferral of budget into 2013-14 to cover commitments against the Director-General's Reserve.

Controlled Funds - Parent Entity	Actual \$'000	Original Budget \$'000	Variance \$'000
<b>Current Assets</b>			
Cash and cash equivalents	5220	1852	3368
Receivables	6827	5289	1538
Inventories	140	130	10
Other current assets	782	411	371
<b>Total Current assets</b>	<b>12,969</b>	<b>7682</b>	<b>5287</b>
<b>Non-current Assets</b>			
Intangible assets	1768	2260	(492)
Property, plant and equipment	11,662	11,510	152
<b>Total Non-current assets</b>	<b>13,430</b>	<b>13,770</b>	<b>(340)</b>
<b>Total Assets</b>	<b>26,399</b>	<b>21,452</b>	<b>4947</b>
<b>Current Liabilities</b>			
Payables	6814	2254	4560
Other financial liabilities	1304	1310	(6)
Accrued employee benefits	1746	1931	(185)
<b>Total Current liabilities</b>	<b>9864</b>	<b>5495</b>	<b>4369</b>
<b>Non-current Liabilities</b>			
Other financial liabilities	11,174	11,175	(1)
<b>Total Non-current liabilities</b>	<b>11,174</b>	<b>11,175</b>	<b>(1)</b>
<b>Total Liabilities</b>	<b>21,038</b>	<b>16,670</b>	<b>4368</b>
<b>Net Assets</b>	<b>5361</b>	<b>4782</b>	<b>579</b>
<b>Equity</b>			
Contributed equity	1776	1197	579
Accumulated surplus	3585	3585	-
<b>Total Equity</b>	<b>5361</b>	<b>4782</b>	<b>579</b>

The increase in current receivables is primarily due to fluctuations in accrued revenue and whole of government centralised leave schemes.

The increase in current payables is primarily due to accrued expenditure at year end for legal fees relating to State legal representation at various Commissions of Inquiry and the Queensland Plan advertising.

The increase in contributed equity is primarily due to the implementation of the new Cabinet Information System.



# **Our achievements**

# Government and Executive Support Service

Government and Executive Support Service provides policy advice to the Premier in relation to executive government and machinery of government matters; support to the administration of business before the Executive Council, support services to Ministerial Offices, Assistant Ministers and the Office of the Leader of the Opposition; and fixed-wing air services to meet emergency and other aviation needs of the community and the government.

In addition, the service is involved in the management and coordination of events including the forthcoming Anzac Centenary Commemoration, state occasions, official visits and functions and whole-of-government communication activities, preparations for the G20 Leaders'

Summit in Brisbane and associated meetings in 2014, and coordination of state legal representation before various Commissions of Inquiry.

The units that contribute to this service are State Affairs, State Services, the State Coordination of Legal Representation Unit and the G20 State Coordination Unit.

During 2012-13, Government and Executive Support Service contributed to the department's strategic planning objectives by:

- supporting the Premier as the head of executive government, and for constitutional and administrative support of Parliament
- maintaining the department's capacity to support delivery of our services.

## State Affairs

State Affairs supports the Premier as the head of executive government responsible for constitutional and administrative support of Parliament by:

- providing support and advice to the Premier on matters of parliamentary business and Community Cabinet
- supporting the administration of Queensland's constitutional legislation, conventions and practices and associated machinery of government matters
- providing advice and support to the Governor and Executive Council
- providing support for Ministers, Assistant Ministers and ministerial offices
- promoting transparency of government decision making to internal and external stakeholders and the community
- providing strategic advice on issues of constitutional and administrative reform, and counter-terrorism and pandemic-related matters
- providing aviation services for organ retrievals, emergency search and rescue, counter-disaster operations and other official transport
- identifying opportunities to participate in and benefit from initiatives that could enhance Queensland's political, cultural and economic relationships and provide greater access to national and international markets and decision makers
- coordinating visits by senior foreign officials and Foreign Heads of Mission to provide access to target Queensland industries and showcasing opportunities and locations that may be of mutual interest, as well as coordinating official overseas visits by the Premier
- providing advice on the application of protocol policies and procedures across Commonwealth, state and local governments and the broader community.

## Achievements

- Provided effective executive support for Parliament, Cabinet and government decision-making processes, Ministers, Assistant Ministers and Ministerial Offices.
- Provided aviation services for 36 organ retrievals, emergency search and rescue, counter-disaster operations and other official transport.
- Finalised the drafting of the new *Ministerial Code of Conduct* in collaboration with the Integrity Commissioner, and released the code for public consultation.
- Completed a periodic review of all government boards and committees, in accordance with the recommendations of *Brokering Balance: A Public Interest Map for Queensland Government Bodies*.
- Provided briefing material and executive support for the Premier's attendance at seven Community Cabinet meetings and regional visits at 19 locations throughout Queensland.
- Coordinated 54 official visits by senior foreign officials, Foreign Heads of Mission and members of the Royal Family, including the Jubilee Royal Visit of Their Highnesses The Prince of Wales and the Duchess of Cornwall to Longreach.
- Coordinated 146 official functions including receptions for the Indian, Chinese and Japanese communities in Queensland and the tourism and construction sectors.
- Coordinated the Premier's official visits to India and Papua New Guinea.
- Coordinated the swearing-in of four Ministers and three Assistant Ministers.

## State Services

State Services delivers a diverse range of event and communication services and activities to promote community engagement and support government priorities and initiatives. State Services supports the Premier by maximising opportunities for Queensland through:

- leveraging opportunities to host major events and awards by managing the whole-of-government sponsorship policy
- managing whole-of-government communication and associated contracts
- developing Queensland's commemoration program for the Anzac Centenary during 2014-18.

## Achievements

- Coordinated events in celebration of Queensland Week and Australia Day and in support of flood-affected regions through Rise and Shine Queensland.
- Continued to leverage opportunities for events and continued to manage sponsorships and whole-of-government communication.
- Continued to identify opportunities for coordinated and cost-effective communication through the implementation of various whole-of-government initiatives, such as trials of centralised media monitoring and statewide information newsletters.
- Provided marketing and communication advice and support to the Australian Red Cross in relation to the Flood Disaster Relief Appeal, and to the whole-of-government in relation to the rebuild and recovery effort for the 2012 floods.
- Established and provided ongoing support to the Queensland Advisory Committee for the Commemoration of the Anzac Centenary (QACCAC), comprising broad community representation and providing advice to the government on how Queensland might commemorate the Anzac Centenary.

## State Coordination of Legal Representation Unit

The State Coordination of Legal Representation Unit (the Unit) coordinates whole-of-government instructions and provides legal advice in relation to Commissions of Inquiry and corresponding legal issues. The Unit has provided instructions to the state's legal representatives and legal advice within the department about matters that include the:

- Queensland Child Protection Commission of Inquiry
- Queensland Health Payroll System Commission of Inquiry

- Royal Commission into Institutional Responses to Child Sexual Abuse
- Queensland Racing Commission of Inquiry.

## Achievements

- Worked with other Queensland Government departments to coordinate instructions for the Queensland Child Protection Commission of Inquiry.

## G20 State Coordination Unit

The G20 2014 Leaders' Summit will be held in Brisbane on 15 and 16 November 2014. Queensland will also host the G20 Finance Ministers' and Central Bank Governors' meetings in Cairns on 20 and 21 September 2014.

The G20 Leaders' Summit will be the most significant gathering of world leaders ever hosted in Australia. In preparation for these events, the G20 State Coordination Unit:

- provides support to the Australian Government G20 Taskforce on operational and logistical planning for the G20 meetings
- coordinates all Queensland Government activities in support of the meetings
- coordinates activities to leverage and maximise the opportunities and benefits for Queensland as the host state.

## Achievements

- Developed and implemented state G20 governance arrangements including establishment of the State G20 Steering Committee.
- Negotiated Australian Government funding of jurisdictional security costs associated with hosting the G20 in Queensland.
- Managed and coordinated the delivery of state government services in support of planning for G20-related meetings and events.

## Future directions for Government and Executive Support Service

- Continue to provide effective executive support for Parliament, Cabinet and government decision-making processes, Ministers, Assistant Ministers and Ministerial Offices.
- Continue to provide aviation services for organ retrievals, emergency search and rescue, counter-disaster operations and other official transport.
- Continue to identify leveraging opportunities for major events, including the Anzac Centenary Commemoration, and continue to manage sponsorships and whole-of-government communication.

- Continue to coordinate official functions and official visits by senior foreign officials and Foreign Heads of Mission.
- Continue to coordinate state legal representation before Commissions of Inquiry, including coordinating the government's response to the Queensland Child Protection Commission of Inquiry, which will chart a roadmap for child protection for the next decade.
- Continue to coordinate preparations for the 2014 G20 Leaders' Summit in Brisbane and Finance Ministers' and Central Bank Governors' meetings in Cairns.

During 2012-13 Government and Executive Support Service achieved the following results:

Services Standards	Notes	2012-13 Target/est.	2012-13 Est. actual	2012-13 Actual
Client Satisfaction with DPC support in relation to Executive Council processes		85%	100%	100%
Client satisfaction with DPC support in relation to significant appointment processes		85%	93%	93%
Number of Executive Council Minutes	1	900	683	700
Number of ministerial office training days provided	2	130	31	21
Total flying hours achieved (organ retrievals, search and rescue, official transport, other)	3	750	600	605
Number of event activities organised for Queensland	4	17	17	29
Number of speeches and related services prepared	5	400	320	299
Number of process improvement reviews undertaken		31	34	36

Notes:

1. This is a demand driven measure. Decreased number of Minutes reflects lower than average number brought to the Governor-in-Council.
2. Training days have been reduced reflecting savings strategies of the current government.
3. Air Wing activity is demand-driven and fluctuates in line with need.
4. Increase in events reflects Queensland Music Festival and Rise and Shine tour events held in May 2013.
5. Figure represents requests by the Premier for more keynote speeches and fewer representative speeches.

## Official travel in Government Air Wing aircraft

Figure 1: Flying hours undertaken by the Government Air Wing aircraft from 1 July 2012 to 30 June 2013.

Activity	Hawker Jet VH-SGY Hours	King Air VH-SGQ Hours	Total	% of Total
Counter disaster	7.4	12.1	19.5	3.2%
Governor	3.6	27.8	31.4	5.2%
Ministerial	172.6	220.0	392.6	64.9%
Organ transplant	122.9	14.3	137.2	22.7%
Other	0.5	1.8	2.3	0.4%
Police	2.4	6.1	8.5	1.4%
Search and rescue	1.5	0.0	1.5	0.2%
Training	9.4	2.1	11.5	1.9%
<b>Total</b>	<b>320.3</b>	<b>284.2</b>	<b>604.5</b>	<b>100.0%</b>

Note: figures may not add exactly due to rounding.

Figure 2: Official travel in Government Air Wing aircraft by Ministers and the Governor from 1 July 2012 to 30 June 2013.

Minister	Hawker Jet VH-SGY Hours	King Air VH-SGQ Hours Total	Total	% of Total
Hon C Newman	97.7	19.9	117.6	27.7%
Hon R Bates	0.0	6.2	6.2	1.5%
Hon J Bleijie	0.0	0.0	0.0	0.0%
Hon A Cripps	10.8	0.0	10.8	2.5%
Hon D Crisafulli	0.0	42.5	42.5	10.0%
Hon T Davis	0.0	10.6	10.6	2.5%
Hon J Dempsey	0.0	0.0	0.0	0.0%
Hon S Dickson	0.0	7.2	7.2	1.7%
Hon G Elmes	11.5	24.2	35.7	8.4%
Hon S Emerson	0.0	0.0	0.0	0.0%
Hon B Flegg	0.0	0.0	0.0	0.0%
Hon J-P Langbroek	0.0	4.3	4.3	1.0%
Hon T Mander	0.0	0.0	0.0	0.0%
Hon M McArdle	0.0	0.0	0.0	0.0%
Hon J McVeigh	10.7	49.2	59.9	14.1%
Hon T Nicholls	5.0	6.4	11.4	2.7%
Hon A Powell	0.0	0.0	0.0	0.0%
Hon J Seeney	28.6	28.2	56.8	13.4%
Hon L Springborg	8.3	17.8	26.1	6.2%
Hon J Stuckey	0.0	3.5	3.5	0.8%
Hon I Walker	0.0	0.0	0.0	0.0%
<b>Total Ministerial</b>	<b>172.6</b>	<b>220.0</b>	<b>392.6</b>	<b>92.6%</b>
Governor	3.6	27.8	31.4	7.4%
<b>Total</b>	<b>176.2</b>	<b>247.8</b>	<b>424.0</b>	<b>100.0%</b>

Note: figures may not add exactly due to rounding.

# Policy Advice, Coordination and Cabinet Support Service

Policy Advice, Coordination and Cabinet Support Service provides advice across the areas of social, health, law, justice, economic, environment, intergovernmental relations and performance policy. In addition to providing detailed briefings for the Premier on all matters before Cabinet and coordinating a broad range of whole-of-government activities, this service gives expert advice to facilitate the operation of Cabinet and its related processes. These processes include administration of all Cabinet information, custodianship of Cabinet records from current and previous governments and direct logistical support to Ministers in Cabinet meetings.

During 2012-13, Policy Advice, Coordination and Cabinet Support Service contributed to the department's strategic objectives by providing:

- high quality and timely support and advice for Cabinet and Cabinet Committees processes
- effective policy development and coordination
- delivery of government priorities and improved performance of public services
- leading key priority projects including *The Queensland Plan* and Open Data.

## Social and Health Policy

Social and Health Policy provides strategic policy advice and options on all aspects of policy development and emerging, significant policy issues and related reforms in the areas of social and health policy. Particular areas of responsibility include health and ambulance, education, early childhood education and care, community services, child safety and disability services, housing and homelessness, arts, veterans' affairs, and Aboriginal and Torres Strait Islander and multicultural affairs.

## Achievements

- Worked with human service agencies to confirm timeframes and milestones for the government's priorities and election commitments including the Queensland Child Protection Commission of Inquiry, the audit of Queensland Health's payroll system, establishment of the new Queensland Schools Planning Commission and the roll-out of independent public schools.
- Provided analysis and advice on implementation of national health reforms including the establishment and operation of Hospital and Health Services and introduction of activity-based funding.
- Provided advice and analysis to support the establishment of the Queensland Mental Health Commission and the new Health Ombudsman.
- Represented the department on the Queensland Skills and Training Taskforce and worked with the Department of Education, Training and Employment on the government's response to the Taskforce's final report to drive reform of vocational education and training in Queensland.
- Supported the Queensland Government's participation in the National Disability Insurance Scheme (now known as DisabilityCare Australia) in collaboration with the Department

of Communities, Child Safety and Disability Services and Queensland Treasury and Trade.

- Worked with agencies to ensure the delivery of quality services to vulnerable Queenslanders including options to reduce the administrative burden on the non-government sector that delivers these services.
- Worked with key agencies to implement significant reforms and improvements to Queensland's social housing system.
- Worked with agencies to develop policy responses to meet Queensland's long-term social challenges and opportunities including: Great teachers = Great results, the *Homelessness-to-Housing Strategy 2020*, the *Queensland Youth Strategy*, and the *Your Life Your Choice* and *Elderly Parent Carer Innovation Trial* disability initiatives.

## Future directions

- Lead ongoing work with human service agencies to implement the government's priorities and commitments, including ensuring expenditure is directed to front-line services.
- Lead the development of the government's response to the Queensland Child Protection Commission of Inquiry Report, and work with the Department of Communities, Child Safety and Disability Services, the Department of Justice and Attorney-General and other relevant departments to implement the 10-year road map for child protection.
- Support the Department of Communities, Child Safety and Disability Services to improve efficiency and reduce red tape for the not-for-profit sector to assist with more effective delivery of front-line services.
- Work with the Department of Communities, Child Safety and Disability Services, and Queensland Treasury and Trade to prepare

people with a disability, the non-government sector and the government for Queensland's transition to DisabilityCare Australia.

- Continue to work with Queensland Health to implement the key directions of the *Blueprint for better healthcare in Queensland*.
- Work with the Department of Education, Training and Employment to ensure professional excellence, boost school autonomy and strengthen discipline in schools by implementing the Great teachers = Great results initiative.
- Support the Department of Education, Training and Employment to deliver 10 new independent schools by 2017, improve school viability and address maintenance backlogs to revitalise schools and ensure students are learning in better facilities.
- Support the development of innovative policy responses to deliver real change in education and health outcomes for Indigenous Queenslanders.
- Work with the Departments of Housing and Public Works, Natural Resources and Mines, and Aboriginal and Torres Strait Islander and Multicultural Affairs to remove barriers to home ownership for Indigenous Queenslanders.
- Continue to promote and support strong multicultural communities by ensuring that cultural differences are viewed as a positive and valuable resource for Queensland including working on the Cultural Diversity Policy.
- Continue to work with the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs on the extended Cape York Welfare Reform Trial.
- Continue to work with the Department of Housing and Public Works to implement significant reforms and improvements to Queensland's housing system, including through the *Housing 2020 Strategy* for social housing, the Logan Renewal Initiative and the *Homelessness to Housing Strategy 2020*.

## Law and Justice Policy

Law and Justice Policy has a central role in addressing Queensland's key law and justice issues, including corrective services and prisons, emergency management, police, law reform, crime and sentencing, youth justice, the regulation of the liquor and gaming industry, fair trading and the courts. The area includes the Criminal Justice Research unit that provides specialised research to help the Queensland Government develop coordinated, evidence-based policies on criminal justice issues.

## Achievements

- Jointly facilitated with the Department of Justice and Attorney-General (DJAG), the government's significant litigation directions, including coordination of regular reports by departments to the Premier and Attorney-General.
- Commenced a whole-of-government review of the government's indemnity guidelines to provide a simpler process for the granting of indemnities to public officers.
- Led a whole-of-government review of government air services to examine whether the government's air wings could be managed more efficiently and effectively.
- Coordinated a whole-of-government submission to Cabinet on disaster readiness ahead of the 2012 disaster season, including developing a disaster management handbook for senior officers as well as ministerial officers involved in disaster management.
- Coordinated, with the Queensland Police Service, the development of the Cairns Safer Streets initiative, which is a whole-of-government response to crime in Cairns, designed to address crime in a collaborative, holistic manner. The initiative includes:
  - the Cairns Safer Streets Task Force, a team of local officers from key agencies, led by a senior police officer, who will work to develop practical, on-the-ground solutions to crime and its causes in Cairns
  - a feasibility assessment of payment by outcome models to improve effectiveness of service delivery outcomes, including to address youth and young adult crime.
- Conducted the "Have Your Say" Youth Crime Survey, to gather views from the community about the criminal justice system and possible changes. The information will be provided to the Attorney-General to inform the development of a *Blueprint for the Future of Youth Justice*.
- Coordinated and monitored whole-of-government implementation of recommendations of the Queensland Floods Commission of Inquiry interim and final reports.
- Coordinated the ongoing evaluation of the two year Drink Safe Precinct (DSP) trials, a coordinated, place-based approach to improving safety and reducing alcohol-related violence at three key locations in Queensland — Surfers Paradise, Townsville and Fortitude Valley. The evaluation will provide a stronger evidence base to inform alcohol-related policy in Queensland in the future. It involves close cooperation between relevant Queensland Government agencies, members of the local DSP committees and external researchers.



## Future directions

- Lead an 'open government' reform project to streamline Queensland's complaints management system and enhance the overall accountability of government.
- Work with the DJAG to implement recommendations from the Parliamentary Crime and Misconduct Committee's review of the Crime and Misconduct Commission and the Callinan and Aroney review of the *Crime and Misconduct Act 2001*.
- Monitor completion of implementation of the recommendations of the Queensland Floods Commission of Inquiry final report.
- Work with DJAG to evaluate the boot camp trial to divert convicted young offenders from custodial detention over two years and prevent 'at risk' young people from entering a criminal path.
- Manage the Indigenous Criminal Justice Research Agenda to inform the development of more effective responses to reduce Indigenous crime and offending.
- Coordinate and finalise the evaluation of the DSP trials — a coordinated, place-based approach to planning initiatives to improve safety and reduce alcohol-related violence in Fortitude Valley, Surfers Paradise and Townsville — in close cooperation with relevant government agencies and local DSP committees.
- Continue to work with DJAG to develop options for the government's consideration of the future of the DSP trials, including considering new statewide models to address alcohol related violence.
- Evaluate the Justice of the Peace Trial, to determine whether it was effective in achieving its goals, including improving clearance rates.
- Work with the Department of Community Safety and the Queensland Police Service on the outcomes of the review of the police and emergency services portfolio by Mr Michael (Mick) Keelty AO APM, former Federal Police Commissioner.
- Work to progress private sector access to the Document Verification Services, to enhance identity security in Queensland.
- Work with Commonwealth and state jurisdictions to progress the development of a national interoperable public safety mobile broadband capability to address the radio communications needs of public safety agencies.

## Environment and Resources Policy

Environment and Resources Policy includes the Reef Water Quality Protection Plan Secretariat and is dedicated to providing strategic advice and policy coordination to the Premier and Cabinet on environment, resource management including mining, planning, local government, agriculture, fisheries and forestry issues, national parks, recreation, sport and racing.

Key responsibilities in 2012-13 included the development of policies, programs and legislation for Queensland, and participation in intergovernmental and interdepartmental committees and forums that ensured the government's agenda was delivered effectively and consistently.

### Achievements

- Continued to facilitate cross-government delivery of conservation and Indigenous tenure resolution processes for Cape York Peninsula through the Cape York Peninsula Central Coordination Group.
- Provided strategic leadership in the development of the Queensland Agricultural Strategy and Queensland Agricultural Land Audit, and drought, biosecurity, fisheries and forestry policies to strengthen Queensland's agricultural sector.
- Contributed to, and managed risks related to the government's planning reform agenda, including legislative amendments and the implementation of a *Single State Planning Policy*, the State Assessment and Referral Agency and statutory regional plans.
- Contributed to, and provided strategic leadership in, the development and implementation of the government's local government reform agenda, including legislative amendments, de-amalgamation, and community recovery and resilience.
- Provided strategic leadership in the National Partnership Agreement on Coal Seam Gas and coordinated preparation of the COAG Reform Council milestone reports to achieve milestone payments.
- Contributed to the establishment of the bulk water price path that reduced water prices for South East Queensland in accordance with the government's commitment to reduce the cost of living.
- Contributed to resource legislation amendments to ensure timely development of projects and foster industry growth.
- Contributed to the delivery of the government election commitment to reinvigorate Queensland racing, specifically through the establishment of new governance arrangements

for the racing sector.

- Facilitated and coordinated the development of an updated *Reef Water Quality Protection Plan* (Reef Plan), to continue to address water quality in the Great Barrier Reef, released in July 2013.
- Released the *Second Reef Water Quality Report Card* in April 2013 through the Paddock to Reef Program, which showed encouraging progress towards water quality goals and targets.
- Prepared the (third) *Reef Water Quality Report Card 2011*, released in July 2013, which confirms management changes and water quality is improving.
- Coordinated the *2013 Scientific Consensus Statement*, an independent review and synthesis of advances in scientific knowledge of water quality issues in the Great Barrier Reef and the impacts of land use, used to inform the Reef Plan 2013.
- Showcased the *Reef Water Quality Protection Plan* at the 12<sup>th</sup> International Coral Reef Symposium in Cairns in July 2012.

### Future directions

- Provide strategic leadership in the delivery of the government's ongoing planning and local government reform agendas.
- Contribute to the cross-government delivery of the *Cape York Peninsula Bioregion Management Plan* to allow for an integrated approach to conservation of our natural heritage and appropriate development opportunities for Indigenous communities.
- Provide strategic oversight in implementing *Queensland's Agriculture Strategy* including the development of sectoral action plans to underpin delivery of the strategy's objectives.
- Provide strategic leadership on the government's response to the draft *Murray-Darling Basin Plan* and implementation initiatives.
- Provide strategic advice and oversight to the review of Local Management Arrangements for Sunwater Channel Irrigation Schemes.
- Provide input to the management of the growth of the coal and coal seam gas industry in Queensland, including coordinating the implementation of state commitments under national agreements.
- Release and begin implementation of the *Reef Water Quality Protection Plan 2013*.
- Release further report cards that will demonstrate progress towards the *Reef Water Quality Protection Plan* goals and targets.
- Contribute to the development of a high quality

strategic assessment of the Great Barrier Reef Coastal Zone.

### Economic Policy

Economic Policy is responsible for developing and providing strategic policy advice and options on all aspects of economic development and reform issues in Queensland.

Particular areas of responsibility include economic conditions, fiscal analysis and budget coordination, micro-economic reform issues, labour market analysis and transport, infrastructure, industrial relations, energy, small business and industry policy.

### Achievements

- Led and coordinated advice across government on a range of energy issues including electricity pricing and the freeze of residential electricity prices (Tariff 11), and working with Queensland Treasury and Trade on the impact of the carbon price on Queensland.
- Supported Queensland Treasury and Trade to coordinate the 2013-14 Budget process, furthering the government's goals to fully fund natural disaster reconstruction and achieve a general government-sector fiscal balance by 2015-16.
- Supported Queensland Treasury and Trade on trade issues, including the development of Trade Queensland as a stand-alone body, as well as supporting the Premier's trade visits.
- Supporting the reform of Queensland's rail and port infrastructure, including working with the Department of Transport and Main Roads to establish Queensland Rail as a statutory authority.
- Supported Queensland Treasury and Trade to establish new procedures to stop the proliferation of red tape and regulatory burden.
- Supported the Economic Development Board and worked with the Government Land and Asset Management group in the Department of State Development, Infrastructure and Planning, to realise the best value from the government's property portfolio.
- Provided advice on transport and infrastructure matters including the Long Distance Passenger Transport Review, establishment of the Gold Coast Waterways Authority, the *Queensland Road Safety Action Plan 2013-2015* and reform of drivers' licensing and registration.
- Supported development of a Memorandum of Understanding with the Brisbane City Council for the transfer of South Bank and Roma Street Parklands and supported the Department of State Development, Infrastructure and Planning to effect the handover on 30 June 2013.

- Assisted agencies to identify infrastructure priorities, developed submissions for federal government funding and delivered key initiatives, including providing additional inner city rail capacity in Brisbane out to 2020.

### Future directions

- Contribute to the 2014-15 State Budget process with Queensland Treasury and Trade to support the government's goal of identifying efficiencies across government to support achieving a general government sector fiscal balance in 2015-16.
- Provide advice to the government on electricity pricing and transport reform through the work of the Interdepartmental Committees.
- Continue to work with the Public Service Commission and Queensland Treasury and Trade to deliver public sector enterprise bargaining outcomes that support the government's strategic fiscal and economic goals.
- Continue working closely with the Department of Housing and Public Works to deliver on key government projects, including the CBD Government Administrative Precinct and reform agenda for the agency.
- Continue to provide advice to the Premier on all issues relating to the delivery of the 2018 Gold Coast Commonwealth Games and ensure that the government's fiscal priorities are adhered to during budget considerations for the games.
- Provide and coordinate advice to the Premier on the progress of initiatives committed to under the DestinationQ Partnership, and other tourism-related programs aimed at meeting the government's 2020 growth target for the tourism industry to double overnight expenditure to \$30 billion by 2020.
- Continue to provide advice to the Premier on issues regarding trade and investment and industry development, including the development of the government's trade strategy and ongoing government support for priority industries as part of supporting Queensland's economic growth through tourism, resources, construction and agriculture.
- Provide continued support to Queensland Treasury and Trade and the Office of Best Practice Regulation to review and reduce the regulatory burden, and the number of pages of State Regulation by 20 per cent by 2018.
- Contribute to the development and implementation of the government's science and innovation strategies and delivery of the government's commitments on using scientific evidence to inform policy.

- Support the government to deliver key policy priorities for transport and infrastructure including agreed recommendations of the Commission of Audit, continued reform of rail and ports, assessment of service delivery models for the Camera Detected Offence Program and cutting red tape in driver licensing and registration.
- Continue to support the government in seeking federal government funding for key infrastructure priorities including the Bruce Highway, Inner Brisbane Rail Capacity, Toowoomba Second Range Crossing and the Gateway Upgrade North.
- Provide advice to the Premier on transport and infrastructure policy and priorities, and assist in identifying delivery options which support achievement of a general government sector fiscal balance in 2015-16.

### Intergovernmental Relations

Intergovernmental Relations (IGR) provides a foundation for collaboration across government to ensure that the Premier and Director-General are provided advice and support on a range of intergovernmental issues at a national and international level, including the Council of Australian Governments (COAG), Council for the Australian Federation (CAF) and in regard to international treaties.

### Achievements

- Supported the Premier at the July 2012, December 2012 and April 2013 COAG meetings focusing on significant national education reforms, national disability care reforms, royal succession and other COAG-related activities including:
  - the development and endorsement of national partnerships, intergovernmental agreements and implementation plans
  - the coordination of Queensland Government involvement in the review of expiring national partnerships, in consultation with Queensland Treasury and Trade
  - providing support on a range of areas, such as business regulation and competition, mental health, environmental regulation, sustainability and congestion, Public Sector Mobile Broadband spectrum allocation, early childhood education, disaster resilience, health, education, social housing and Closing the Gap on Indigenous Disadvantage.
- Supported the Premier as a member of CAF.
- Supported the Premier as a member of the national Business Advisory Forum.

- Coordinated development and implementation of the Queensland Government Principles for Intergovernmental Activities, including reviewing existing national partnerships and project agreements, developed and maintained a register of Intergovernmental Agreements, and coordinated reporting on the implementation of national partnerships and project agreements to the Premier and Cabinet in consultation with Queensland Treasury and Trade.
- Represented and supported the government in existing treaty-related forums (e.g. the Torres Strait Treaty), supported the Premier in agreeing a Memorandum of Understanding with the Government of Papua New Guinea to support training and implementation of service delivery, and represented Queensland at the Standing Committee on Treaties. This role included facilitating the government's input to the Commonwealth's treaty-making process, through the Joint Standing Committee on Treaties.
- Managed the Queensland Government's relationship with cross-border communities, particularly, with the NSW Cross-Border Commissioner, including:
  - providing advice and funding to evaluate health services in the Goondiwindi area
  - overseeing a review of cross-border policing issues, through liaison with the Queensland Police Service and the Department of Justice and Attorney-General.
- Facilitated the government's liaison with the Australian Defence Force through the annual Queensland-Defence Consultative Forum on 22 May 2013, and coordinated the Queensland Government submission to the *Defence White Paper 2013*.

### Future directions

- Coordinate Queensland Government policy development to support reform of the Australian Federation, including institutional architecture and reform processes.
- Support the Premier and coordinate Queensland Government agencies' involvement in the Queensland-Papua New Guinea Government Exchange Taskforce.
- Coordinate the development of whole-of-government policy on issues of national significance through the COAG process.
- Coordinate Queensland's COAG program of work and progress implementation of related commitments, including negotiating proposed new intergovernmental agreements and funding relations and ensuring these are implemented.

- Support the Premier as a member of CAF to advocate the government's position on key policy decisions including interstate harmonisation and promotion of a more efficient and effective system of federalism.
- Continue to represent and support the government in key treaty-related forums (e.g. Torres Strait Treaty) and represent the government at the Joint Standing Committee on Treaties.
- Continue to facilitate government liaison with the Australian Defence Force through the annual Queensland-Defence Consultative Forum.

### Cabinet Services - Cabinet Secretariat

Cabinet Secretariat provides strategic and operational support to Cabinet and to the Premier as Chair of Cabinet. Support is also provided to Cabinet Committees and Community Cabinet meetings.

### Achievements

- Managed the Cabinet processes to ensure comprehensive and informed opportunities for policy deliberation.
- Coordinated and managed 443 Cabinet and 194 Cabinet Committee submissions.
- Provided support to 51 Cabinet meetings and 51 Cabinet Committee meetings.
- Organised and supported nine Community Cabinet meetings.
- Prepared and managed the publication of 188 proactive release Cabinet decision summaries.
- Conducted the successful implementation of the new Cabinet Information System, TCIS across government for the secure coordination and transmission of Cabinet documents.
- Provided training and support for TCIS.

### Future directions

- Continue to support Cabinet's engagement with the community through Community Cabinets, giving a wider cross-section of people in regional Queensland the opportunity to talk directly to Ministers and other top government decision makers.
- Support the government's Cabinet and Cabinet Committee forward agenda as it implements its priorities and commitments.

### Cabinet Services - Performance Unit

The Performance Unit monitors performance and delivery of government commitments and decisions, and provides advice to the Premier and Cabinet on performance. It also supports agencies

to improve the implementation of the Queensland Government Performance Management Framework (PMF).

### Achievements

- Supported the delivery of the government's priorities and assisted in improving the performance of public services.
- Provided leadership and worked with government agencies to improve the quality of planning, measuring and monitoring performance and public reporting.
- Supported the Premier and Cabinet in managing the government's commitments and regularly reported on their implementation and delivery.
- Coordinated the preparation and publication of the *Final report six month action plan July-December 2012*, the *January-June 2013 six month action plan* and its corresponding final report and the *July-December 2013 six-month action plan*.
- Supported departments to improve the implementation aspects of Cabinet documentation so that Ministers are informed of the implementation and delivery challenges associated with specific policy initiatives.
- Continued to improve implementation of the Queensland Government Performance Management Framework including publishing updates to the *Agency Planning Requirements*, *Annual report requirements for Queensland Government agencies* and the 2013-14 strategic management planner.
- Represented Queensland on the Steering Committee for the Review of Government Service Provision and chaired the cross-jurisdictional Children's Services Working Group for the Productivity Commission's *Report on Government Services*.

### Future directions

- Continue to improve the Queensland Government PMF.
- Review and streamline performance monitoring and reporting processes of government commitments provided to the Premier and Cabinet.
- Work closely with Queensland Government departments to monitor and report progress on government commitments and decisions.
- Work closely with Queensland Treasury and Trade to enhance the performance information presented in budget papers and support agencies to implement these reforms.

## Priority Projects Division

In February 2012, the Priority Projects Division was formed to provide strategic advice to the Premier, with the responsibility of leading delivery of key Queensland Government priority projects including *The Queensland Plan: a 30-year vision for Queensland*, Open Data and One Stop Shop initiatives.

During 2012-13 Priority Projects contributed to the department's strategic planning objectives by leading the development of *The Queensland Plan* and implementing the Open Data and One Stop Shop initiatives as outlined below.

### Achievements

- Directly engaged with Queenslanders to begin development of *The Queensland Plan*, a shared vision for the next 30 years.
- Delivered the first *The Queensland Plan* Mackay Summit in May where more than 400 representatives came together to develop the questions to be put to all Queenslanders.
- Delivered a *The Queensland Plan* peak bodies' workshop where more than 140 industry and community representatives provided input into the development of *The Queensland Plan*.
- Led the development and implementation of the Open Data initiative as a priority project in the Premier's drive to deliver an open and accountable government, as well as innovative new services and solutions for Queenslanders.
- Jointly coordinated the delivery of an open data portal as a central location for publicly released Queensland Government data.
- Jointly led the whole-of-government collaboration on the One Stop Shop initiative to design seamless and simple access to Queensland Government services for our customers.

### Future directions

- Lead consultation with Queenslanders to inform the development of *The Queensland Plan* as a shared long term vision for our state's future.
- Deliver a major summit in October 2013 with a representative cross section of Queenslanders to develop *The Queensland Plan*.
- Lead the development of the government response to *The Queensland Plan*, including its implementation plan.
- Ongoing engagement with local governments, industry and community representatives to ensure that *The Queensland Plan* is delivered.
- Continue to lead the cultural change across the Queensland Government required to prioritise

the release of public sector data for reuse in developing innovative new services and solutions.

- Engage with industry to align the Open Data initiative with their needs and expectations.
- Jointly lead the implementation of the One Stop Shop initiative with a focus on the consistent delivery of government services online and by phone to provide seamless and simple access to customers.

During 2012-13 Policy Advice, Coordination and Cabinet Support Service achieved the following results:

<b>Service Standards</b>	<b>Notes</b>	<b>2012-13 Target/est.</b>	<b>2012-13 Est. actual</b>	<b>2012-13 Actual</b>
Participant satisfaction with the Community Cabinet consultation process	1	95%	..	..
Client satisfaction with DPC support in completion of the Cabinet Bag		90%	99%	99%
Client satisfaction with DPC support for Cabinet Committees		95%	100%	100%
Client satisfaction with DPC engagement with the policy development process		95%	94%	94%
Client satisfaction with advice and support to deliver government commitments		90%	91%	91%
Client satisfaction with advice by DPC to agencies on Cabinet and CBRC submissions		90%	91%	91%
Client satisfaction with policy advice provided by DPC on achievement of the government's community objectives		90%	93%	93%
Client satisfaction with advice by DPC to agencies on performance management and reporting requirements		90%	89%	89%
No. of Cabinet meetings supported		46	47	51
No. of Community Cabinet meetings supported		10	10	9
No. of Cabinet Committee meetings supported	2	80	53	51
% of Cabinet Secretariat timeframes met for Cabinet decisions		100%	100%	100%

Notes:

1. This Service Standard has been discontinued as it was a measure of participant satisfaction with the outcomes of Community Cabinet (and therefore not departmental activity), rather than the services provided by the department in supporting Cabinet activities.
2. Reduction in Cabinet Committee meetings supported reflects the practices of the current government.

# Office of the Queensland Parliamentary Counsel

The Office of the Queensland Parliamentary Counsel (OQPC) is established under the *Legislative Standards Act 1992* (the Act) to support government and democracy by drafting and publishing legislation for Queensland. OQPC's vision as stated in its *Strategic Plan 2012-16* is to be an organisation 'committed to excellence in Queensland legislation'. More information about OQPC's role and values are provided on pages 9 and 10 of this report.

OQPC supports government and democracy by:

- drafting and electronically publishing legislation of the highest standard and by making available

up-to-date information about Queensland legislation

- supporting the government to deliver its program of legislative reform, including policy priorities such as reducing regulatory burden
- providing advice on alternative ways of achieving policy objectives and on the application of fundamental legislative principles
- providing legislative drafting services to non-government members and, in relation to national scheme legislation, to the Australasian Parliamentary Counsel's Committee (PCC).

## Service: Legislative Drafting and ePublishing Service

### Achievements

#### Government legislative drafting

- OQPC successfully delivered the government's legislative program for 2012-13 within required timeframes. This involved drafting Queensland Bills and subordinate legislation, within the meaning of the *Statutory Instruments Act 1992*, other than exempt subordinate legislation.
- During 2012-13 the office also drafted and supplied 28 government amendments (a total of 238 pages) for Bills that were debated in Parliament.

- Significant primary legislation drafted during 2012-13 included:
  - *Criminal Law (Child Exploitation and Dangerous Drugs) Amendment Act 2013* - to prohibit the possession, sale and trafficking of synthetic drugs, to increase penalties for child pornography and some child sex offences and to introduce a new child grooming offence
  - *Criminal Proceeds Confiscation (Unexplained Wealth and Serious Drug Offender Confiscation Order) Amendment Act 2013* - to strengthen Queensland's law

Table 1: An indicator of the quantity of the office's output for the period is the number of printed pages of Bills and subordinate legislation provided

Year	No. of Bills <sup>1</sup>	No. of Bill pages	No. of instruments of Subordinate Legislation	No. of Subordinate Legislation pages	Total no. of Bills and instruments of Subordinate Legislation provided	Total no. of pages provided
2008-09	86	6615	384	5819	470	12,434
2009-10	73	5949	381	4874	454	10,823
2010-11	63	5422	382	6350	439	11,702
2011-12	106	7318	366	5121	472	12,439
2012-13	79	6384	298	3547	377	9931

Note 1. Workloads are driven by the government's legislative program and the sitting pattern of Parliament. Demand for services is not consistent throughout the year and varies from year to year.

relating to organised crime and the illegal drug trade by introducing serious drug offender confiscation orders and a scheme for recovering unexplained wealth

- *Directors' Liability Reform Amendment Bill 2012* - to reduce the regulatory burden on Queensland business by reducing the number of provisions that impose personal and criminal liability on executive officers for corporate fault and only provide for this liability where there is adequate justification
- *Disability Services (Your Life Your Choice) Amendment Act 2012* - to facilitate better value for money in the provision of front-line disability services and reduce red tape for service providers
- *Electronic Conveyancing National Law (Queensland) Act 2013* - to streamline and simplify conveyancing by adopting a national electronic conveyancing system, which will benefit businesses, solicitors and the general public
- *Gasfields Commission Act 2013* - to establish the Gasfields Commission in order to facilitate better relationships between landholders, regional communities and the onshore gas industry in Queensland
- *Health Ombudsman Bill 2013* - to establish a Health Ombudsman and a more accountable complaints management system for health services
- *Industrial Relations (Transparency and Accountability of Industrial Organisations) and Other Acts Amendment Act 2013* - to promote public confidence in the governance of industrial organisations by introducing disclosure measures that improve transparency and accountability, and to support the rights of workers to choose whether to join an industrial organisation
- *Mining and Other Legislation Amendment Act 2013* - to ensure Queensland receives appropriate returns for the commercial use of its resources by providing for a competitive tendering system for coal and improving the existing competitive tendering system for petroleum and gas
- *Queensland Civil and Administrative Tribunal (Justices of the Peace) Amendment Act 2013* - to facilitate faster and more efficient resolution of matters before the Queensland Civil and Administrative Tribunal by giving particular Justices of the Peace the ability to hear and adjudicate minor civil disputes
- *Vegetation Management Framework Amendment Act 2013* - to support the

agricultural sector and reduce the regulatory burden on landholders by allowing them to sustainably grow their farm businesses, and to make it easier to feed livestock during periods of drought, saving time and money for graziers

- *Weapons and Other Legislation Amendment Act 2012* - to address the unlawful use of firearms by introducing mandatory imprisonment for particular weapons offences.
- Significant subordinate legislation drafted during 2012-13 included:
  - *Building and Other Legislation Amendment Regulation (No. 1) 2012* - to introduce new building standards for the construction of buildings in flood hazard areas, reflecting recommendations made in the Queensland Floods Commission of Inquiry's final report
  - *Heavy Vehicle (Vehicle Standards) National Regulation; Heavy Vehicle (Mass, Dimension and Loading) National Regulation; Heavy Vehicle (Fatigue Management) National Regulation; Heavy Vehicle (General) National Regulation* – to prescribe various matters for the purposes of the *Heavy Vehicle National Law as applied by the Heavy Vehicle National Law Act 2012 (Qld)* and by the law of other states and territories
  - *Local Government (De-amalgamation Implementation) Regulation 2013* - to provide for the de-amalgamation of the Cairns, Rockhampton, Sunshine Coast and Tablelands local government areas, and the establishment of the new local government areas of Douglas, Livingstone, Noosa and Mareeba.

#### Legislative drafting for other clients

- During 2012-13 OQPC prepared eight Bills (a total of 86 pages) for non-government members of the Parliament. The office also supplied nine non-government amendments (a total of 24 pages) for Bills that were debated in Parliament.
- OQPC also made a significant contribution to the progress of COAG and other national reform agenda initiatives. On behalf of the Australasian Parliamentary Counsel's Committee, the office drafted primary and secondary national scheme legislation regulating heavy vehicles and continued to progress national occupational licensing legislation.
- The office contributed to the drafting of other national scheme legislation by reviewing, on behalf of the government, legislation drafted by other members of the PCC on topics such as succession to the Crown, implementation of



COAG's principles in relation to executive officers of corporations, and changes to energy laws.

### Advice, training and information provided to stakeholders

- As part of its functions under the Act, OQPC provides a legislative information hotline (by telephone and email) during business hours. During 2012-13, the office received 315 email queries and 505 hotline calls.
- On 23 April 2013, the office conducted a presentation for the Australian Law Librarians' Association on the introduction of print-on-demand functionality to the Queensland legislation website.
- During 2012-13, OQPC assisted the Youth Parliament by:
  - providing general drafting and editorial advice about legislative drafting, including a workshop for Youth Parliament group leaders about the importance of fundamental legislative principles and the *Acts Interpretation Act 1954* in legislative drafting
  - helping develop and format Youth Bills and explanatory notes providing assistance with the supply and publication of Youth Bills
  - Providing assistance with the supply and publication of Youth Bills.
- OQPC supports the development of effective drafting instructions by publishing the FLP Index on GovNet. This index catalogues all comments made in reports on legislation by parliamentary portfolio committees and is a useful research tool for those involved in policy making and drafting.
- During 2012-13, the index was maintained and updated in a timely way following the release of each report by a parliamentary portfolio committee. From 15 August 2012 (the date on which the index became accessible) to 30 June 2013, government employees accessed the index 1296 times.
- OQPC commenced the staged publication of *Principles of good legislation: OQPC guide to FLPs*. This series, which will progressively replace the current *OQPC Notebook*, provides advice to instructing officers and others working with legislation on the operation of the principles underpinning good legislation, including fundamental legislative principles.
- The office also provided five interactive training days for government policy officers. These training days were provided free of charge and involved participants undertaking

scenario-based exercises involving the development of drafting instructions and commenting on a draft Bill. Feedback on the training days from participants was very positive.

### Publishing and accessibility

- New arrangements implemented in 2013 ensured a smooth transition to a commercial printing arrangement for legislation. The Queensland legislation website now contains a print-on-demand functionality, allowing legislation and information about legislation to be printed from the website of a commercial printing provider.
- OQPC ceased publishing hard copy reprints of Queensland legislation effective from 29 January 2013. Before this, only a hard copy of Queensland legislation printed by the Government Printer could be relied on with complete confidence as a correct statement of the law. All current reprints of Queensland legislation are now authorised by the Parliamentary Counsel and can be relied on as correct statements of the law under section 46A of the *Evidence Act 1977*.
- With the end of hard copy reprints and annual volumes of hard copy Acts as passed and subordinate legislation as made, due to a significant decrease in demand and enabled OQPC to streamline its publishing procedures. The timeliness with which reprints are published online continues to consistently exceed the target of 75 per cent of reprints being published within five working days.
- During 2012-13:
  - 94.86 per cent of electronic reprints were published within five days, with 89.35 per cent being published within three days, of the commencement of the relevant legislation or any change to the legislation
  - 100 per cent of deadlines were met for the supply of hard copy reprints before 29 January 2013.
- Queensland legislation continued to be available on the Queensland legislation website, [www.legislation.qld.gov.au](http://www.legislation.qld.gov.au) for free downloading and printing. The website experienced an unprecedented spike in the number of visits from January 2013, as represented by graph 1 (page 34). The increased usage of the website may be partly explained by the cessation of production of hard copy reprints on 29 January 2013. During 2012-13, there were no outages in relation to the website.

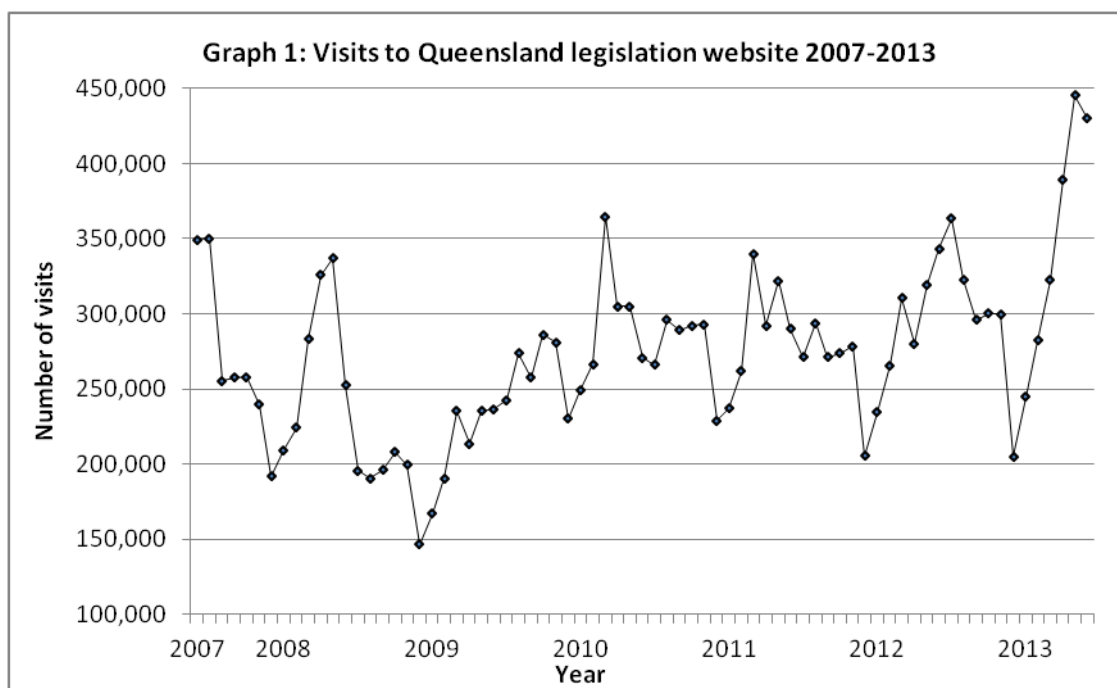


Table 2: Reprints prepared by OQPC during 2012-13

Year	2008–09	2009–10	2010–11	2011-12	2012-13
<b>Electronic reprints</b>					
Quantity	957	1643	1139	895	1089
No. of pages	147,476	241,467	192,862	148,255	210,512
<b>Hard copy reprints</b>					
Quantity	281	175	172	148	62 <sup>1</sup>
No. of pages	31,513	23,840	22,293	25,206	7358

Note 1: Reduction in quantity of hard copy reprints reflects cessation of production of hard copy reprints on 29 January 2013.

- During 2012-13, OQPC prepared 1089 electronic reprints with a total of 210,512 pages and published 62 hard copy reprints with a total of 7358 pages as identified in table 2 above.
- For Bills introduced from 2013, OQPC commenced publishing the third reading version of Bills amended during the consideration in detail stage on the Queensland legislation website. Incorporated amendments are marked with a change bar, allowing website users to rapidly identify any changes made by Parliament before passing a Bill.
- OQPC continued the backcapture project, involving the progressive electronic publication in searchable format of Acts passed for the years 1963 to 1991.

#### Red tape reduction

- OQPC continued to contribute to the Queensland Government's red tape reduction initiative, which has the goal of reducing regulatory requirements imposed on businesses

and the community by 20 per cent by 2018. OQPC's contribution included providing data to Queensland Treasury and Trade detailing agencies' page counts and providing advice to agencies on how to reduce the regulatory burden.

- The Parliamentary Counsel presented to the annual Government Lawyers' Conference on 31 May 2013 on OQPC's role in supporting the red tape reduction initiative.

#### Improvement of business processes

OQPC made a number of improvements to internal business processes and systems during 2012-13.

- As part of the eLegislation project, these improvements included:
  - Negotiating a contract with SAIC Pty Ltd for the supply and implementation of a new electronic workflow and website management system. The contract was executed by the Director-General on 28 June 2013.

- Working in close consultation with the New South Wales Parliamentary Counsel's Office to adapt relevant resources for use in Queensland.
  - BrowseAloud was implemented on the Queensland legislation website to help users requiring online reading support. BrowseAloud is a free service that can assist users with dyslexia, mild visual impairments or English as their second language by reading aloud the text of webpages and PDF documents.
  - In consultation with DPC, OQPC reviewed its process for the preparation and submission by OQPC of departmental briefing notes on Bills and significant subordinate legislation to maximise their usefulness to the Premier and departmental staff.
  - OQPC also reviewed and updated its process for requesting a message from the Governor in relation to legislation before the Legislative Assembly.
  - A new induction process was developed and implemented for new OQPC staff members. The new process includes standard modules for all new starters and tailored modules for specialised roles within OQPC.
  - OQPC developed amendments to a number of Acts in relation to the preparation, notification and effect of legislation for inclusion in the *Treasury and Trade and Other Legislation Amendment Bill 2013*. The amendments:
    - support the authorisation of electronic copies of Queensland legislation, enabling legislation published on the Queensland legislation website to be relied on as correctly showing the law
    - provide for the electronic notification of subordinate legislation
    - provide for the Parliamentary Counsel to authorise copies of Acts as passed and Bills
    - extend the statutory period of notice to be given by the Parliamentary Counsel to administering departments and agencies of the impending expiry of subordinate legislation
    - co-locate all general provisions dealing with forms made under legislation.
  - A new corporate structure was implemented within the office. The new structure involves greater integration of staff performing complementary functions. Drafting, publishing and business systems functions are performed by staff across two groups, supported by a Parliamentary Counsel's Group performing corporate functions.
  - OQPC representatives attended, presented and participated in the Australasian Parliamentary Counsel's Committee ICT Forum in Wellington in July 2013.
- Future directions**
- OQPC remains committed to excellence in Queensland legislation and strives to provide its services as efficiently and effectively as possible.
- During 2013-14, OQPC will:
- continue the implementation of the innovative eLegislation project. The key deliverable for this project in 2013-14 is the development and implementation of a new workflow and website management system
  - continue to provide high quality, accurate and timely drafting and publishing services to support delivery of the government's legislative program, including drafting legislation in areas such as:
    - reform of the electricity sector
    - improved land use planning and development approvals processes
    - reform of the juvenile justice sector
    - significant reforms to the child protection system
    - review and reform of retail shop leases legislation
  - continue to provide expert assistance to agencies as part of the government's red tape reduction initiative
  - continue to provide agencies' legislative page counts and to advise agencies on ways of appropriately reducing the regulatory burden, including on alternative means of achieving policy objectives
  - participate in the development of a framework to guide agencies on the appropriate means of approaching regulatory reduction, successfully achieving the government's intended policy objectives while retaining the benefits of targeted, proportionate regulation
  - enhance agencies' understanding of the principles underpinning good legislation, including the role of fundamental legislative principles, by continuing the staged publication of principles of good legislation and continuing to maintain the FLP Index
  - progressively authorise pre-2013 legislation as enacted or made on the Queensland legislation website.

Graph 2: OQPC's organisational structure as at 30 June 2013

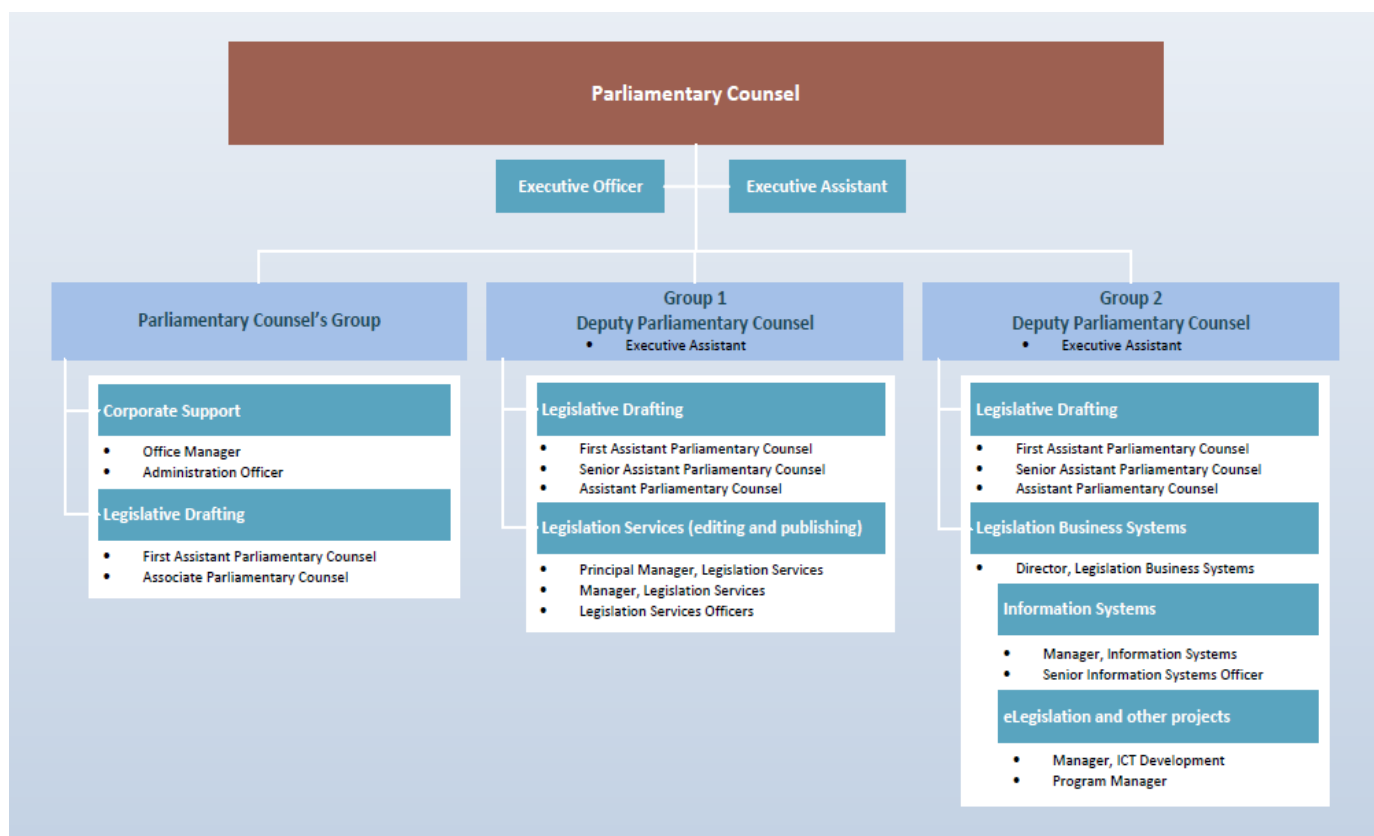


Table 3: Legislative Drafting and ePublishing performance during 2012-13

Service standards	2012-13 Target/est.	2012-13 Est. actual	2012-13 Actual
Level of direct government drafting client satisfaction with legislative drafting services provided by the Office of the Queensland Parliamentary Counsel	85%	97%	97%
Number of Bills provided	..	85	82
Number of instruments of subordinate legislation provided	..	296	307
Number of pages of Bills and subordinate legislation provided	..	10,646	9981
Number of amendments during consideration in detail provided	..	38	37
Number of pages of amendments during consideration in detail provided	..	144	262
Number of pages prepared in camera-ready form for publication	..	271,605	264,046
Percentage of printed legislative publications with a mandatory deadline supplied within mandated timeframes	100%	100%	100%
Percentage of legislation reprints available on-line within five working days of the commencement of an amendment to the reprint	75%	98%	96%

# **Our corporate governance**

# Our leaders

## Jon Grayson

### Director-General

Jon was appointed Director-General of the Department of the Premier and Cabinet in March 2012 bringing substantial experience in infrastructure development and investment management, as well as the economic reforms of the 1980s and 1990s.

For the two years prior to his appointment, Jon was principal and founder of Queensland Infrastructure Partners, an advisory and transaction arranging firm specialising in infrastructure investment.

He was previously a senior executive with a major international advisory and investment firm. Jon's investment banking experience was primarily in the infrastructure and energy sectors. He led successful bids for infrastructure assets such as the Dalrymple Bay Coal Terminal. This experience included two years as Chief Executive of Prime Infrastructure, which became one of Australia's largest infrastructure funds, during its establishment and subsequent initial public offering on the Australian Stock Exchange.

Prior to his investment banking career, Jon had a long career in Queensland Treasury and Queensland Treasury Corporation (QTC) giving him a good understanding of government policy objectives and processes. He led major reform processes within government including the development and implementation of the Suncorp-Metway merger, and the major review of QR Corporatisation. At QTC, Jon managed the state's overseas borrowing program, and led the Structured Finance Group, arranging and executing a range of financing solutions for government owned corporations and statutory bodies, including cross-border lease transactions over Queensland Government owned rail and electricity assets.

## Sue Rickerby

### Deputy Director-General, Priority Projects

Sue was appointed Deputy Director-General of the Priority Projects Division in February 2013. She brings with her an extensive background in local government and the private sector, with experience in marketing and communication roles in Australia and New Zealand.

Sue is responsible for:

- *The Queensland Plan, a 30-year vision for Queensland.* The Plan will be developed over the course of 2013 through a collaborative process involving the community, business and industry representatives, state and local government officers and Members of Parliament.
- One Stop Shop, an initiative delivering simpler and easier access to government services.
- Open Data, making government data available to the public allowing the development of innovative services and solutions. The open data revolution is a key part of the government's agenda to drive growth and job creation in Queensland.

Previously Sue has held several executive roles in Brisbane City Council where she was responsible for marketing, customer services, front-line services (including waste management) and shared services.

Her achievements include the development of Council's first brand strategy and customer focus strategy, and the establishment of the Shared Services Centre providing financial and procurement services to all parts of Council. Sue represented Council on several external bodies and boards and, as a trained Incident Controller, was closely involved in Council's disaster response work, including for the 2011 floods.

In October 2013, Sue will take up the role of Director-General of the Department of Science, Information Technology, Innovation and the Arts.

## **Craig Evans**

### **Deputy Director-General**

Craig was appointed Deputy Director-General, Department of the Premier and Cabinet in March 2012. In this role he is responsible for leading the Queensland Government's policy development and policy coordination processes, the public sector renewal program and providing policy advice to the Director-General and Premier.

Previously, Craig held various positions within the Brisbane City Council, most recently Executive Manager, Disaster Response and Recovery.

Craig has had an extensive military career, held the position of Chief of Staff for the Lord Mayor (2004-06) and has also worked for a number of Australian-based professional services companies in the Middle East and Asia. He has studied Strategic and Global Security at the Indian National Defence College, New Delhi and holds a Master of Defence Studies from the University of New South Wales.

Craig also has a Graduate Diploma of Defence Studies (Public Policy and Strategic Security) from Deakin University, was a Graduate at the Australian Army Command and Staff College in 1993 and holds a Bachelor of Arts (First Class Honours) from the University of New South Wales.

Craig was appointed a Member of the Order of Australia in 2001.

## **Pat Vidgen**

### **Deputy Director-General, Governance**

As Deputy Director-General, Governance, Pat is responsible for leading the delivery of executive and corporate support services by the department. Pat has more than twenty years of public sector experience in negotiating key outcomes for Queensland, and is a respected advisor to the most senior levels of government including successive Premiers, Ministers, Governors, Governors-General, and chief executives in government and non-government agencies.

Pat has previously held various senior positions within the Department of the Premier and Cabinet in the areas of Constitutional and Administrative Law Services, Security Planning and Coordination and State Affairs. He has successfully managed projects across a diverse range of areas, including major event facilitation (e.g. Commonwealth Heads of Government Meetings, Asia-Pacific Economic Cooperation meetings, Queensland 150<sup>th</sup> anniversary celebrations), major disaster recovery (Cyclone Larry and Queensland Floods) and feasibility studies for the Gold Coast 2018 Commonwealth Games.

Pat currently represents the Queensland Government on a range of Commonwealth and state government boards and committees, such as South Bank Corporation, Australian Honours and Bravery Councils and Australian-New Zealand Counter-Terrorism Committee.

## **Theresa Johnson**

### **Parliamentary Counsel**

Theresa was appointed Queensland Parliamentary Counsel in February 2010. She is a highly qualified lawyer and legislative drafter, and joined OQPC in 1991 after periods in private practice, academia and the Commonwealth public sector where she began her drafting career with the Commonwealth Office of the Parliamentary Counsel.

Theresa holds a Bachelor of Laws Degree (Honours) from the University of Queensland and a Master of Law Degree from Cambridge University. She has extensive academic and professional expertise in the areas of constitutional and administrative law.

As chief executive of the office, Theresa has overall responsibility for ensuring the office effectively and efficiently supports the government and democracy in its drafting and publishing of legislation for Queensland. Theresa is leading OQPC during a period of significant transformational change, with OQPC working incrementally towards becoming Australia's best provider of legislative drafting and publishing services.

Theresa also represents Queensland on the Australasian Parliamentary Counsel's Committee, a senior interjurisdictional body responsible for developing national uniform legislation and supporting national regulatory reform. Queensland has been actively involved in the recent delivery of significant national scheme legislation, including as lead drafting jurisdiction for the heavy vehicle national legislation.

## **Ian Beale**

### **Deputy Parliamentary Counsel**

Ian was appointed Deputy Parliamentary Counsel in 2008. Ian is a Solicitor with Bachelor of Laws, Bachelor of Arts and Master of Law Degrees from the University of Queensland. Before joining OQPC in 1995, Ian was employed as a solicitor for 13 years in a Brisbane firm of solicitors and during that time gained extensive experience in litigation and commercial law practice.

As Deputy Parliamentary Counsel for group 1, Ian has responsibility for delivering the legislative program for a number of agencies. Ian also has responsibility for the quality assurance of draft legislation and for publication of Queensland legislation and information about Queensland legislation.

## **Annette O'Callaghan**

### **Deputy Parliamentary Counsel**

Annette was appointed Deputy Parliamentary Counsel in 2010. Annette has a Bachelor of Laws Degree from the Queensland University of Technology and began her legal career in Queensland at Crown Law. Annette is a Solicitor and first joined OQPC in 1993, before performing senior drafting and leadership roles in Victoria and New South Wales, where she drafted significant legislation on behalf of the Australasian Parliamentary Counsel's Committee.

As Deputy Parliamentary Counsel for group 2, Annette has responsibility for delivering the legislative program for a number of agencies. Annette also has responsibility for OQPC's business systems, including information systems and the eLegislation project.



## Corporate Governance Group

The Corporate Governance Group (CGG) meets fortnightly and is the department's senior executive forum for strategic corporate governance decision making.

The CGG has been established to support the Director-General to effectively discharge the legislative accountabilities relevant to that role and the department.

Membership of the CGG during 2012-13 reporting period comprised:

- Director-General
- Deputy Directors-General
- Queensland Parliamentary Counsel
- Commission Chief Executive (CCE), Public Service Commission\*

\* the CCE is the accountable officer of the Public Service Commission and provides advice to DPC on matters relating to corporate governance.

The CGG:

- leads the delivery of the department's *Strategic Plan 2012-16* including the Vision to be the 'The best public sector in Australia: efficient, modern and service-oriented'
- ensures adherence to accepted ethical standards and best practice
- promotes a culture of high performance, innovation and customer focus and monitors the implementation of recommendations to improve business processes and work practices

- monitors the implementation of corporate policies
- provides oversight of significant financial and procurement processes, including input into key strategies
- formally endorses agreed financial and budget submissions
- monitors performance and reporting requirements
- approves risk treatments for operational and strategic risks
- considers workforce capability and industrial relations developments impacting on the DPC workforce and advises on workforce strategies and programs
- ensures information resources and infrastructure support the department's service delivery requirements
- monitors progress of key ICT projects and makes recommendations in relation to prioritisation of future ICT works and projects
- approves management responses to internal audit recommendations and reviews recommendations arising from Audit and Risk Management Committee meetings.

In the event of a crisis, the CGG may be called upon to activate the department's service area business continuity plans and undertake crisis management activities as detailed in the *Business Continuity Framework*.

## Audit and Risk Management Committee

The DPC Audit and Risk Management Committee (ARMC) has the responsibility of providing independent assurance and assistance to the Director-General in the areas of:

- Financial Statements
- Risk management
- Internal controls
- Performance management
- Internal Audit
- External Audit
- Compliance.

The DPC Audit and Risk Management Committee has observed the terms of its charter and has had due regard to Queensland Treasury's *Audit Committee Guidelines*.

Remuneration for members for this period totalled \$2328.

The ARMC meets at least quarterly, and during the past year has overseen:

- the completion of a full review and refresh of all internal audit and risk management documents and processes in line with better practice including a new *Risk Management Framework* and *Strategic Risk Register*
- the commencement of a process of renewal of the ARMC in order to increase the proportion of external members
- the review of contract performance of the co-sourced internal audit provider.

The membership of the ARMC during the 2012-13 reporting period comprised:

- Graham Carpenter (Chair)
- Director-General, Deputy Directors-General, Queensland Parliamentary Counsel, Commission Chief Executive, Public Service Commission (members).

# Corporate support functions

## Internal Audit

During 2012-13, the department's internal audit function was co-sourced with the private sector and the Executive Director, Business Services filled the position of the DPC Head of Internal Audit. The function provides independent and objective assurance to the Director-General that the department is operating efficiently, effectively and economically. It assists the department in achieving its objectives by systematically evaluating and recommending improvements to the department's risk management, internal control systems and governance processes.

The internal audit function operates independently of the activities it reviews, of management and authorised external auditors, and under an Internal Audit Charter consistent with relevant audit and ethical standards, approved by the Corporate Governance Group.

The function operates in accordance with the *Strategic and Internal Audit Plan* approved by the Corporate Governance Group. The Plan is informed by agency strategic and operational risks set out in the business areas Risk Registers, in order to identify and focus on areas of significant operational and financial risk. Processes are also strengthened by the department's *Risk Management Framework*.

Significant achievements of DPC's internal audit function during the year include the successful implementation of a more cost-effective internal audit service delivery model by accessing the broader skill base of a private sector firm; the commencement of a process of renewal of the Audit and Risk Management Committee in order to increase the proportion of external members; and the completion of a full review and refresh of all internal audit and risk management documents and processes in line with better practice.

In the development of the department's internal audit and risk management processes, due regard has been given to Queensland Treasury's *Audit Committee Guidelines*.

## Risk management

The department's risk management process provides a systematic and consistent approach to managing risks. During 2012-13 the department's risk management process was applied through the department's revised *Risk Management Framework*.

Executive management participated in a strategic risk assessment workshop to identify risks that might impair the department's ability to achieve objectives outlined in the department's Strategic Plan.

From 2013-14, risk management processes will be integrated into the Department's corporate governance framework through inclusion in strategic and business planning processes and business units will regularly review and update their risks.

## Recordkeeping

The department continues its commitment to provide quality recordkeeping through the provision of policies, processes and systems to support decision-making and accountability.

In 2012-13, the following initiatives and activities were undertaken:

- conducted a comprehensive quality assurance program to ensure data integrity in the HP TRIM eDRMS and to address security and access issues identified in the audit of *Information Standard 18: Information Security Compliance*
- provided TRIM eDRMS services to the Office of the Governor
- provided assistance to Cabinet Services in the migration to a new secure business system based on TRIM eDRMS
- developed recordkeeping and TRIM awareness content for inclusion in the induction package for new departmental employees
- delivered updates to TRIM training packages, Quick Guides and user manuals for general and specific TRIM user groups
- implemented the department's functional *Retention and Disposal Schedule*
- created and updated relevant policies and guidelines to ensure information management compliance with the provisions of the *Public Records Act 2002, Information Standard 40: Recordkeeping*, and *Information Standard 31: Retention and Disposal of Public Records*.

In 2013-14, a key priority will be a review of departmental processes to facilitate a 'paper lite' environment, including the development of a digitisation disposal policy.

## Business systems

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

The department utilises TRIM for eDRMS. This system provides secure, effective and efficient management of correspondence, documents and records.

As the principal information system used to record historical and proposed Cabinet business of the

government, a new TRIM Cabinet Information System (TCIS) was implemented in 2012-13. This business system has enhanced information security and business functionality. Access to the system by departments is administered by Cabinet Services.

### **External scrutiny**

In 2012-13, the following external reviews were conducted by the Queensland Auditor-General:

- a cross-sector review of the effectiveness of fraud controls identified opportunities in Queensland government agencies to target at-risk areas
- a review of the Drink Safe Precincts trial identified opportunities to improve planning, implementation and evaluation of projects, programs and trials.

# Our people

## Community recovery

In 2012-13, departmental staff once again provided support to Queensland community recovery efforts following the floods in South West Queensland. In addition to supporting the Premier and the government in the coordination of disaster response and recovery, 11 trained DPC staff travelled throughout Bundaberg, the Sunshine Coast and Brisbane recovery centres on Community Recovery Program deployments in January and February 2013.

## Workforce planning, attraction and retention and performance

In 2012-13, the department focused on developing and retaining a highly skilled and capable workforce to achieve our objectives.

As at 30 June 2013, the department employed 392 full time equivalent employees (FTEs) including 60 FTEs of the Office of the Queensland Parliamentary Counsel. During 2012-13, 10 FTEs provided a range of corporate support services to the department's client agencies, including the Public Service Commission.

The average age of the DPC workforce is 41.05 compared to the service-wide average of 43.31.

The permanent retention rate of employees from DPC was 79.79 per cent. DPC's permanent separation rate for 2012-13 was 13.84 per cent.

### *DPC Strategic Workforce Plan 2012-16*

The department continued to progress workforce priorities and initiatives identified under the *DPC Strategic Workforce Plan 2012-16* (the Plan).

The Plan addresses the immediate and future needs of our workforce, maximising our human resource potential through improved organisational and capability development. Key performance indicators of the Plan include high levels of staff and client satisfaction, employee engagement and workforce reporting.

## Developing our people

In 2012-13, the department continued its strong emphasis on public sector management and leadership development through on-the-job learning opportunities and specific programs, with two senior executives participating in Australia and New Zealand School of Government (ANZSOG) programs including the Executive Masters of Public Administration and the Executive Fellows Program. These programs are designed to develop strategic leadership skills in public sector managers.

The department also supported senior executive service and senior officer participation in a range of professional development activities such as the

Executive Breakfast Series, ANZSOG Executive Workshops, Women's Development and the Emerging Leaders Program. These programs were facilitated by the Public Service Commission and aimed at developing capacity to contribute to the government's strategic objective of building a high performing and accountable public sector.

Management of Governance Division, Policy Division and OQPC nominated five senior officers to attend the Women's Leadership Symposium in Brisbane. This two-day event provided a platform for positive networking opportunities and current leadership thinking with women from all sectors and industries.

The department also sponsored three officers to attend the Queensland Public Sector Young Leaders Conference. The conference provided the department's young leaders with an opportunity to gain first-hand leadership insights and advice from Queensland public sector leaders and inspirational young achievers.

In 2012-13, five staff commenced the 18-month Public Sector Management Program. The program aims to improve outcomes in public sector service, productivity and people management. In addition, two DPC staff members graduated from the program with a Graduate Certificate in Public Sector Management from Flinders University, South Australia this financial year. A further four officers are due to graduate in 2013-14.

In 2012-13, two staff members completed, and three officers commenced sponsored study of Griffith University's Department of Politics and Public Policy Graduate Certificate in Policy Analysis. This twelve-month program aims to equip policy officers to respond to the increasingly complex challenges involved in policy analysis and implementation. It also provides extensive opportunities to draw the very latest research and thinking in public policy and public management and to network with officers across government and non-government sectors.

The department further demonstrated its commitment to ensuring effective management of employee performance by continuing performance management training for departmental managers and supervisors in 2012-13.

In January 2013, online induction training was launched for new staff. The induction process is a structured means of introducing new staff to the department's services, priorities, standards, goals and values.

The online induction outlines the key policies and frameworks in place to promote staff awareness of accountabilities and actions and the requirement to demonstrate integrity as an employee of the department and the Queensland Public Service.

OQPC staff have attended a range of professional development opportunities and conferences including:

- Legalwise Seminars
- 2013 Constitutional Law Conference held in Sydney
- Commonwealth Association of Legislative Counsel Conference held in Cape Town, South Africa
- Queensland Law Society's 7th Annual Governance Lawyers Conference.

In addition, OQPC staff also participated in a number of internal training sessions on the operation of recently drafted amendments.

### **Promoting work-life balance**

DPC employees continued to benefit from the department's flexible work arrangements, enabling continued support of work/life balance, including part-time and job share opportunities, telecommuting and flexible working hours (including the ability to extend the ordinary spread of hours).

Information and advice on work/life balance options are readily accessed through the intranet and the *HR Update* newsletter, with the communication of information further supported by account managers delivering HR services directly to client areas.

Information on how the department supports carers and the Queensland Carers Charter is included as part of the department's employee online induction program. Awareness and understanding of the Queensland Carers Charter was further enhanced through the publication of information on the department's intranet site. Where relevant, human resource policies incorporate information on and for carers.

### **Workplace health and safety and employee well-being**

The department continued to promote workplace health and safety and employee wellbeing through the monthly *HR Update* newsletter, intranet and departmental bulletins. A key activity during 2012-13 was the annual influenza vaccination program through which 203 staff were vaccinated.

The department also demonstrated its commitment to implementing workforce practices that support organisational health and wellbeing. Increasing employee awareness in relation to workplace bullying and harassment and providing appropriate systems and strategies to deal effectively with bullying and conflict should it arise in the workplace, is one aspect of ensuring employee health, safety and wellbeing.

During 2012-13, 352 staff attended training on the prevention of bullying and harassment. This training included a component on diversity awareness with the aim of increasing cultural awareness and competence within teams.

The department also ensured that staff were appropriately skilled and trained in first aid, workplace health and safety and workplace rehabilitation.

DPC employees again continued their participation in events including the 2013 Queensland Corporate Games.

### **Public Sector Ethics Act 1994**

The department continued its focus on good governance in accordance with the principles identified under the *Public Sector Ethics Act 1994* by delivering mandatory training on the Code of Conduct and workplace bullying and harassment.

During 2012-13, 89 staff attended Code of Conduct training for the Queensland Public Service. Focusing on integrity and accountability, the training, entitled 'Your Ethical Compass', was delivered by the Queensland Ombudsman's Office.

### **Early retirement, redundancy and retrenchment**

A program of redundancies was implemented during 2012-13. During this period, 27 employees received redundancy packages at a cost of \$2,297,838.97. Employees who did not accept an offer of a redundancy were offered case management and reasonable attempts were made to find alternative employment placements. When it was considered that continued attempts of ongoing placement were no longer appropriate, employees that were not successful in finding a placement had their employment terminated and a retrenchment package was provided. During 2012-13, one employee received a retrenchment package at a cost of \$72,962.55.

### **Voluntary Separation Program**

A Voluntary Separation Program was implemented in 2011-12, however no employees received voluntary separation packages during 2012-13.

# 2013 DPC Australia Day Achievement Awards

## Winner and Highly Commended award recipients

The DPC Australia Day Achievement Awards recognise and celebrate the outstanding achievements of individuals and teams within the department and portfolio agencies. The awards recognised leadership in strategy and client delivery, enhancement of systems and practice and the promotion of government priorities.

Award	Winner/Highly Commended	Unit/Division
Strong leadership in strategy and advice	Chief and Senior Executive Services and Performance and Review (W)	Public Service Commission
	Queensland Floods Commission of Inquiry (W)	Policy and Governance Divisions
	Intergovernmental Relations Principles and Review of Queensland's Intergovernmental Activities (HC)	Policy Division
Enhancing government systems	Intranet Project (W)	Governance Division
	Fundamental Legislative Principles (FLP) Index (HC)	Office of the Queensland Parliamentary Counsel
Leadership in client service delivery	Human Resource Services (W)	Governance Division
	ICT Operations (HC)	Information Services, Governance Division
	Transition and Machinery of Government (HC)	Chief and Senior Executive Services, Public Service Commission and Executive Services and Constitutional and Administrative Law Services, Governance Division
Promoting government priorities and departmental goals	Wages Policy, Industrial Relations (W)	Public Service Commission
	First 30 Days Legislative Response (HC)	Office of the Queensland Parliamentary Counsel
	Workforce Strategy and Chief Executive Services (HC)	Public Service Commission
Individual achievement	Melita Gardiner (W)	Office of the Queensland Parliamentary Counsel
	Rachel Lunnon (W)	Environment and Resources, Policy Division
	Kurt Marsden (W)	Public Service Commission
	Kevin Yang (W)	Communication Services, Governance Division
Director-General's Award	Queensland Floods Commission of Inquiry (W)	Policy and Governance Divisions
	Transition and Machinery of Government (W)	Chief and Senior Executive Services, Public Service Commission and Executive Services and Constitutional and Administrative Law Services,

# Statutory reports

## Costs of Board and Committees

### Queensland Commemorative Events and Celebrations Committee

The role of the Queensland Commemorative Events and Celebrations Committee is to provide advice to the Premier on key celebrations such as Queensland Week and Australia Day. The committee also develops strategies to nurture a vibrant sense of individual, community, state and national pride and spirit in all Queenslanders.

In September 2012, the committee's tenure was extended to 29 June 2014.

At 30 June 2013, the members of the committee were Phillip Di Bella (Chair), Patrick Vidgen (Deputy Chair) Helen Besly, Greg Dunk, Wesley Enoch, Marayke Jonkers, Libby Marshall, John Penglis, Allan Pidgeon, Paul Pisasale, Peter Rule, Dell Townsend, and Nick Xynias.

During 2012-13 the committee:

- provided advice and support to the department, ensuring that facilitated events and awards for Australia Day and Queensland Week met the government's objectives
- met two times and had expenses totalling \$363.06 (exclusive of GST).

### Queensland Advisory Committee for the Commemoration of the Anzac Centenary

In December 2012, the Queensland Advisory Committee for the Commemoration of the Anzac Centenary (the Committee) was established.

The role of the Committee is to oversee the commemoration of World War 1 Centenary activities across Queensland, and to ensure that the contribution made by Queenslanders is recognised with appropriate honour and dignity. The Committee provides advice to the Premier through the Honourable Glen Elmes MP, Minister for Aboriginal and Torres Strait Islander and Multicultural Affairs and Minister Assisting the Premier, on how Queensland will commemorate the Anzac Centenary between 2014-18.

Members of the Committee are: Mark Evans (Chair), Turgut Allahmanli, Arthur Burke, Brad Cordery, Margaret de Wit, Craig Evans, Ian Galloway, Terry Meehan, Bill Morriss, Stuart Smith, Alison Stanley, Bradley Saunders, Stephen Tait, Janette Wright, Patrick Vidgen, Nick Xynias, Andrew Craig, Ross Eastgate and Yassmin Abel-Magied. All members are appointed until 30 June 2019.

During 2012-13 the Committee:

- made recommendations on the key themes and elements that should form Queensland's Centenary program
- met three times and had expenses totalling \$2412.19 (exclusive of GST).

### Ministerial and Other Office Holder Staff

The *Ministerial and Other Office 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 employer for these staff is the Director-General, Department of the Premier and Cabinet, who employs staff on the recommendation of the Premier, the Leader of the Opposition, or relevant Member of Parliament respectively.

During 2012-13 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 to direct public servants in their own right.

The Act provides that the Director-General, Department of the Premier and Cabinet, may issue directives or guidelines about employment matters. In the preceding 12 months there have been no new directives issued under the Act.

A total of 285 staff were employed under the Act for the financial year ending 30 June 2013, with 220 staff employed as at 30 June 2013.



## Statutory bodies

The following statutory instrumentalities prepare annual reports that are provided to the Premier or the Speaker.

Name of body	Constituting	Annual Report arrangements
Office of the Governor	<i>Constitution of Queensland 2001</i>	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 Floods Commission of Inquiry	<i>Commissions of Inquiry Order (No.1) 2011</i>	Included in DPC's Annual Report
Queensland Integrity Commissioner	<i>Integrity Act 2009</i>	Separate Annual Report prepared
Office of the Queensland Parliamentary Counsel	<i>Legislative Standards Act 1992</i>	Included in DPC's Annual Report

## List of legislation

Legislation administered through the Department of the Premier and Cabinet on behalf of the Premier as at 30 June 2013

*Assisted Students (Enforcement of Obligations) Act 1951*

*Auditor-General Act 2009*

*Australian Constitutions Act 1842 (Imperial)*

*Australian Constitutions Act 1844 (Imperial)*

*Australian Waste Lands Act 1855 (Imperial)*

*Century Zinc Project Act 1997 (ss1-4, 5(1), 8, 18-20)*

*Commonwealth Powers (Air Transport) Act 1950*

*Constitution Act 1867*

*Constitution Act Amendment Act 1890*

*Constitution Act Amendment Act 1934*

*Constitution of Queensland 2001*

*Constitutional Powers (Coastal Waters) Act 1980*

*Emblems of Queensland Act 2005*

*Governors (Salary and Pensions) Act 2003*

*Integrity Act 2009*

*Legislative Standards Act 1992*

*Ministerial and Other Office Holder Staff Act 2010*

*Off-shore Facilities Act 1986*

*Parliament of Queensland Act 2001*

*Parliamentary Service Act 1988*

*Queensland Boundaries Declaratory Act 1982*

*Queensland Coast Islands Act 1879*

*Queensland International Tourist Centre Agreement Act Repeal Act 1989*

*Reprints Act 1992*

*Senate Elections Act 1960*

*Statute of Westminster 1931 (Imperial)*

*Statute of Westminster Adoption Act 1942 (Cwlth)*

*Statutory Instruments Act 1992*

# Compliance checklist

Summary of requirement	Basis for requirement	Annual Report reference
Letter of compliance	<ul style="list-style-type: none"> <li>• A letter of compliance from the accountable officer or statutory body to the relevant Minister</li> </ul>	ARRs—section 8 Letter of compliance
Accessibility	<ul style="list-style-type: none"> <li>• Table of contents</li> <li>• Glossary</li> </ul>	ARRs—section 10.1 Table of contents Glossary
	<ul style="list-style-type: none"> <li>• Public availability</li> </ul>	ARRs—section 10.2 Communication objective
	<ul style="list-style-type: none"> <li>• Interpreter service statement</li> </ul>	<i>Queensland Government Language Services Policy</i> ARRs—section 10.3 Communication objective
	<ul style="list-style-type: none"> <li>• Copyright licensing</li> </ul>	<i>Copyright Act 1968</i> ARRs—section 10.5 Communication objective
	<ul style="list-style-type: none"> <li>• Information licensing</li> </ul>	<i>Queensland Government Enterprise Architecture—Information licensing</i> ARRs—section 10.5 Communication objective
General information	<ul style="list-style-type: none"> <li>• Introductory information</li> </ul>	ARRs—section 11.1 About the department
	<ul style="list-style-type: none"> <li>• Agency role and main functions</li> </ul>	ARRs—section 11.2 Message from the Director-General Statutory reports <ul style="list-style-type: none"> <li>• List of legislation</li> </ul>
	<ul style="list-style-type: none"> <li>• Operating environment</li> </ul>	ARRs—section 11.3 Message from the Director-General
	<ul style="list-style-type: none"> <li>• Machinery of government changes</li> </ul>	ARRs—section 11.4 Message from the Director-General
Non-financial performance	<ul style="list-style-type: none"> <li>• Government objectives for the community</li> </ul>	ARRs—section 12.1 Community engagement
	<ul style="list-style-type: none"> <li>• Other whole-of-government plans / specific initiatives</li> </ul>	ARRs—section 12.2 Community engagement
	<ul style="list-style-type: none"> <li>• Agency objectives and performance indicators</li> </ul>	ARRs—section 12.13 <i>2012-16 Strategic Plan</i> <ul style="list-style-type: none"> <li>• Our achievements</li> </ul>
	<ul style="list-style-type: none"> <li>• Agency service areas, service standards and other measures</li> </ul>	ARRs—section 12.14 Our achievements
Financial performance	<ul style="list-style-type: none"> <li>• Summary of financial performance</li> </ul>	ARRs—section 14.1 Financial summary
	<ul style="list-style-type: none"> <li>• Chief Finance Officer (CFO) statement</li> </ul>	ARRs—section 13.2 Financial summary

Summary of requirement	Basis for requirement	Annual Report reference	
<b>Governance— management and structure</b>	<ul style="list-style-type: none"> <li>• <b>Organisational structure</b></li> </ul>	ARRs—section 14.1	Our performance <ul style="list-style-type: none"> <li>• Organisational structure</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Executive management</b></li> </ul>	ARRs—section 14.2	Our corporate governance
	<ul style="list-style-type: none"> <li>• <b>Related entities</b></li> </ul>	ARRs—section 14.3	Statutory reports <ul style="list-style-type: none"> <li>• Statutory bodies</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Boards and committees</b></li> </ul>	ARRs—section 14.4	Our corporate governance <ul style="list-style-type: none"> <li>• Audit and Risk Management Committee</li> </ul>
	<ul style="list-style-type: none"> <li>• <b><i>Public Sector Ethics Act 1994</i></b></li> </ul>	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs—section 14.5	Our people
<b>Governance— risk management and accountability</b>	<ul style="list-style-type: none"> <li>• <b>Risk management</b></li> </ul>	ARRs—section 15.1	Our corporate governance <ul style="list-style-type: none"> <li>• Audit and Risk Management Committee</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>External scrutiny</b></li> </ul>	ARRs—section 15.2	Corporate support functions <ul style="list-style-type: none"> <li>• External scrutiny</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Audit committee</b></li> </ul>	ARRs—section 15.3	Our corporate governance <ul style="list-style-type: none"> <li>• Audit and Risk Management Committee</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Internal Audit</b></li> </ul>	ARRs—section 15.4	Our corporate governance <ul style="list-style-type: none"> <li>• Internal audit</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Public Sector Renewal Program</b></li> </ul>	ARRs—section 15.5	Message from the Director-General
	<ul style="list-style-type: none"> <li>• <b>Information systems and recordkeeping</b></li> </ul>	ARRs—section 15.7	Corporate support functions <ul style="list-style-type: none"> <li>• Information systems and recordkeeping</li> </ul>

Summary of requirement	Basis for requirement	Annual Report reference	
<b>Governance— human resources</b>	<ul style="list-style-type: none"> <li>• <b>Workforce planning, attraction and retention and performance</b></li> </ul>	ARRs—section 16.1	Our people
	<ul style="list-style-type: none"> <li>• <b>Early retirement, redundancy and retrenchment</b></li> </ul>	Directive No. 11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs—section 16.2	Our people
	<ul style="list-style-type: none"> <li>• <b>Voluntary Separation Program</b></li> </ul>	ARRs—section 16.3	Our people
<b>Open Data</b>	<ul style="list-style-type: none"> <li>• <b>Open Data</b></li> </ul>	ARRs—section 17	Our achievements Priority Projects <ul style="list-style-type: none"> <li>• Open Data</li> </ul>
<b>Financial Statements</b>	<ul style="list-style-type: none"> <li>• <b>Certification of financial statements</b></li> </ul>	FAA—section 62 FPMS—sections 42, 43, 50 ARRs—section 18.1	Financial statements
	<ul style="list-style-type: none"> <li>• <b>Independent Auditor’s Report</b></li> </ul>	FAA—section 62 FPMS—section 50 ARRs—section 18.2	Financial statements
	<ul style="list-style-type: none"> <li>• <b>Remuneration disclosures</b></li> </ul>	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs—section 18.3	Financial Statements

FAA - *Financial Accountability Act 2009*

FPMS - *Financial and Performance Management Standard 2009*

ARRs - *Annual report requirements for Queensland government agencies*

**ANZSOG**

Australia and New Zealand School of Government

**ARMC**

Audit and Risk Management Committee

**CAF**

Council for the Australian Federation

**CALD**

Culturally and linguistically diverse

**CCE**

Commission Chief Executive

**CGG**

Corporate Governance Group

**COAG**

Council of Australian Governments

**DPC**

Department of the Premier and Cabinet

**DSP**

Drink Safe Precinct

**DJAG**

Department of Justice and Attorney-General

**eDRMS**

Electronic Document and Records Management System

**FTE**

Full Time Equivalent

**HP TRIM**

Hewlett-Packard Total Records and Information Management

**IGR**

Intergovernmental Relations

**OBPR**

Office of Best Practice Regulations

**OQPC**

Office of the Queensland Parliamentary Counsel

**PCC**

Parliamentary Counsel's Committee

**PMF**

Performance Management Framework

**PSC**

Public Service Commission

**QACCAC**

Queensland Advisory Committee for the Commemoration of the Anzac Centenary

**QTC**

Queensland Treasury Corporation

**QTT**

Queensland Treasury and Trade

**SAP**

Systems, Applications, and Products in Data Processing

**TCIS**

TRIM Cabinet Information System

# Appendix: Additional information

## Overseas travel<sup>1</sup> undertaken by DPC staff during 2012-13:

Name and title	Destination	Purpose of visit	Costs/funding \$A (rounded)	
			Agency \$	Other \$
Brad Smith <sup>2</sup> Manager Counter-Terrorism And Crisis Management	New Zealand	Attended the 2012 meeting of the Multinational Resilience Policy Group	Nil	\$2731
David Russo Manager, Projects Protocol Queensland	India	Accompanied the Premier on a delegation and trade mission	\$8561	Nil
Steve Webb Principal Visit Coordinator	India	Accompanied the Premier on a delegation and trade mission	\$6167	Nil
Jon Grayson Director-General	India	Accompanied the Premier on a delegation and trade mission	\$7586	Nil
Brad Smith Manager Counter-Terrorism and Crisis Management	New Zealand	Attended the 2013 meeting of the Australia-New Zealand Counter-Terrorism Committee	\$1089	Nil
Patrick Vidgen Deputy Director- General, Governance	New Zealand	Attended the 2013 meeting of the Australia-New Zealand Counter-Terrorism Committee	\$1143	Nil
Theresa Johnson <sup>3</sup> Parliamentary Counsel	Cape Town, South Africa	Attended the conference of the Commonwealth Association of Legislative Counsel	\$730	Nil
Jon Grayson Director-General	Papua New Guinea	Accompanied the Premier on official visit	\$500	Nil
David Russo Manager, Projects Protocol Queensland	Papua New Guinea	Accompanied the Premier on official visit	\$3777	Nil

Notes:

1. Travel costs associated with use of the Queensland Government air craft are not included in this table.
2. Travel costs associated with Brad Smith's travel to New Zealand were met by the Australia New Zealand Counter-Terrorism Committee.
3. Airfare costs were met by Ms Johnson who travelled to Africa on recreation leave prior to attendance and representing the Department at the conference.

Name and title	Destination	Purpose of visit	Costs/funding \$A (rounded)	Costs/funding \$A (rounded)
John McGhie <sup>1</sup> Chief Pilot Government Air Wing	Dubai/UAE	Flight Simulator Training Hawker Jet (850XP)	\$24,370	Nil
John Litzow <sup>1</sup> Pilot Government Air Wing	Dubai/UAE	Flight Simulator Training Hawker Jet (850XP)	\$24,138	Nil
Fiona Slack <sup>1</sup> Pilot Government Air Wing	Dubai/UAE	Flight Simulator Training Hawker Jet (850XP)	\$26,019	Nil
David Champion <sup>1</sup> Pilot Government Air Wing	Dubai/UAE	Flight Simulator Training Hawker Jet (850XP)	\$25,849	Nil
Gavin Turner <sup>1</sup> Pilot Government Air Wing	Dubai/UAE	Flight Simulator Training Hawker Jet (850XP)	\$26,195	Nil
Adam Jones <sup>1</sup> Pilot Government Air Wing	Dubai/UAE	Flight Simulator Training Hawker Jet (850XP)	\$26,154	Nil

Note:

1. Travel costs for Queensland Government Air Wing Pilots include compulsory light simulator training costs.

**Queensland Multicultural Action Plan 2011-14 – whole-of-government core outcomes**

<b>Core outcome</b>	<b>Performance indicators</b>	<b>Measure</b>
Improved cultural competence of staff	Number of staff that have participated in cultural competence training annually	352 people (as part of the Bullying and Harassment training)
	Number of staff that have participated in cultural competence training as a percent of the total number of department staff for the year	77.9%
Improved access to interpreters for clients when accessing services	Amount spent annually on interpreters engaged by department and government funded non-government organisations	\$60
	Number of interpreters engaged annually by the department and government funded non-government organisations	3 people
Improved communication and engagement with culturally and linguistically diverse (CALD) communities and/or organisations	Number of key information publications translated into languages other than English, annually	Nil
	Number of languages in which publications are available	Nil
	Number of information sessions or workshops held for people from culturally and linguistically diverse backgrounds	Nil
	Number of culturally and linguistically diverse groups, peak bodies and other stakeholders consulted or engaged annually on the development or implementation of department projects, services, policies and programs	Nil
Improved recruitment and retention strategies for staff from CALD backgrounds	Number and percentage of staff indicating they are from a non-English speaking background	58 people 13.81%
	Number of complaints about racial discrimination within the department	Nil

**Consultancies**

Consultancies undertaken for the Department of the Premier and Cabinet during the 2012-13 financial year were:

<b>Category</b>	<b>\$</b>
Professional-Technical	269,200.00
Management	387,978.68
Information Technology	24,715.76
Communications	102,042.50
<b>Total</b>	<b>783,936.94</b>



