

Managing our organisation

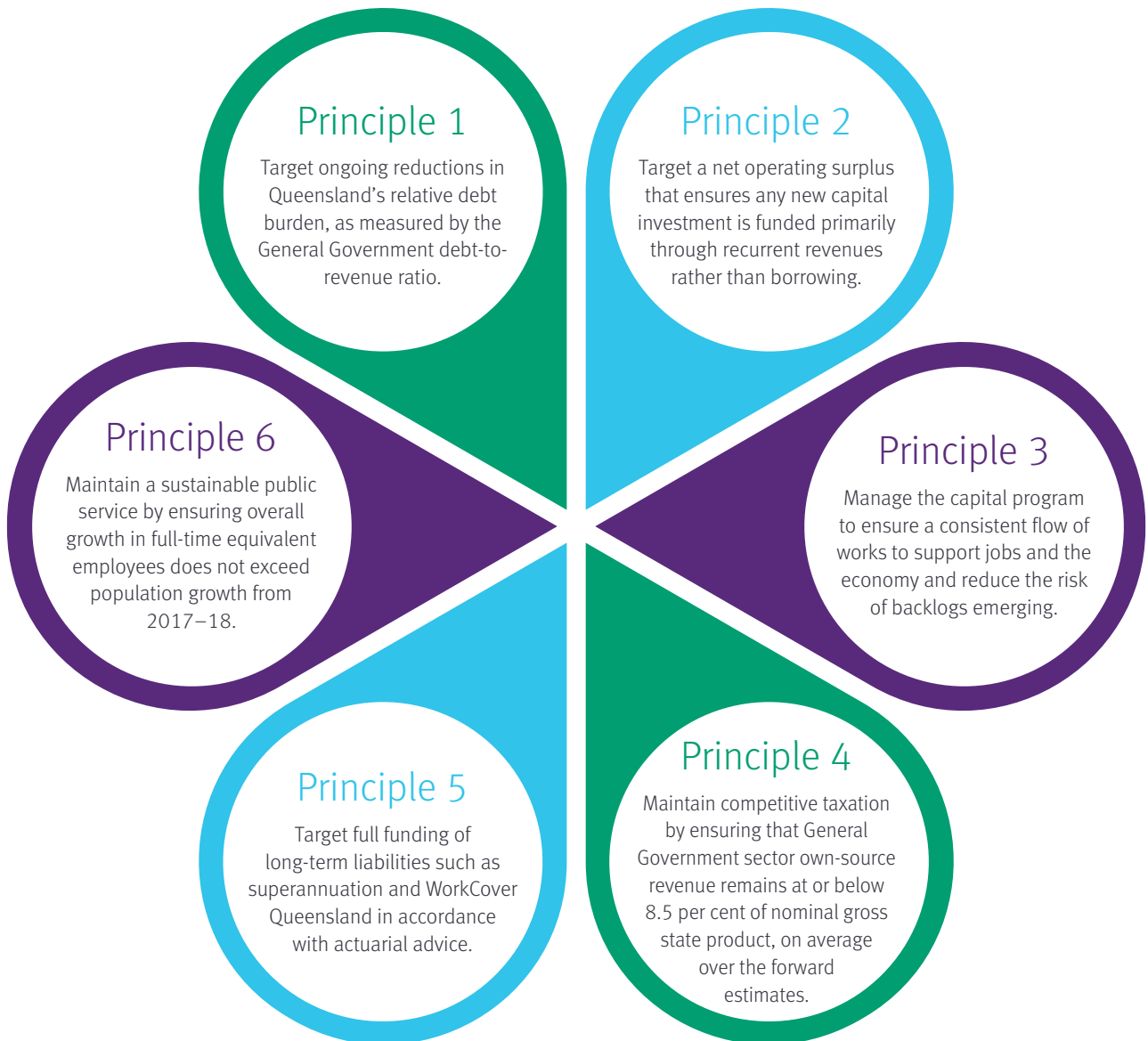




Our fiscal strategy

The government’s ability to grow the economy and improve the wellbeing of all Queenslanders is supported by a solid, prudent fiscal strategy. It is a cornerstone of each year’s State Budget, and it outlines the principles by which the government is able to manage Queensland’s finances in a responsible and measured way. Read more about our fiscal strategy in the Economic and Fiscal Coordination report from page 36.

Each year’s Budget, mid-year review and end-of-year reports outline the government’s performance against these principles. We take a lead role in strengthening the government’s financial accountability by partnering with agencies so they can meet their obligations under the *Financial Accountability Act 2009*.



Strong governance

Underpinning our commitment to these endeavours are strong corporate governance practices, in:

- ◆ leadership and planning
- ◆ internal and external accountability
- ◆ corporate support
- ◆ rigorous financial controls
- ◆ workforce planning and capability
- ◆ resource allocation
- ◆ information management.

In 2016–17, as part of our Agency Excellence Reform program, we streamlined our decision-making and corporate governance structures so that decisions in these areas are made directly and efficiently by our Executive Leadership Board.

Managing our performance

We manage and improve our performance in line with the Queensland Government's Performance Management Framework. This framework helps guide how we identify risks and opportunities for agencies, government and the community, and develop plans to address these.

At an organisation-wide level, our Strategic Plan is the roadmap which guides our longer term efforts to deliver our purpose. Annually we translate this into financial year objectives and performance measures for each service area through our Service Delivery Statement, and report against these in our annual report (see our service reports from pages 36 to 68).

Our performance is monitored externally through the Parliamentary Estimates Committee process held after each year's State Budget. We are accountable to the Treasurer, and Minister for Trade and Investment, and the Minister for Employment and Industrial Relations, Minister for Racing and Minister for Multicultural Affairs, who each report on our performance against our Service Delivery Statement through this process.

Internally, we cascade our Strategic Plan into annual Operational Plans for each group within Treasury. Each group's plan shows a direct link between its priority initiatives and Treasury's strategic objectives.

The operational plans are updated each year, but they can also be amended at any time to reflect emerging risks, opportunities and new government priorities. These plans provide a foundation for managers and employees to agree on priority deliverables which are tracked in individual achievement and development plans. Overall, our planning framework aims to provide a clear line of sight from Treasury's vision to employees' day-to-day work.

The Queensland Government's objectives for the community

The Queensland Government has a clear agenda for delivering the things that Queenslanders need:

- ◆ Jobs and a diverse economy
- ◆ Quality frontline services
- ◆ A protected, sustainable environment
- ◆ Safe, caring and connected communities.

We use our expertise in economic and fiscal management to directly support the economic, service delivery and community objectives of this agenda, and indirectly in the form of support for agencies to make their own unique contributions. Examples of specific contributions to the objectives are outlined overleaf.

Read more about the government's objectives for the community at www.premiers.qld.gov.au.

How we supported the objectives in 2016–17

Creating jobs and a diverse economy

- Delivered the 2017–18 Queensland Budget including implementing the government's Debt Action Plan.
- Invested more than \$14 million in job-creating, innovative business through the Business Development Fund.
- Led the development of the \$200 million Jobs and Regional Growth Package.

Delivering quality frontline services

- Introduced more options for people to resolve their penalty debts.
- Successfully advocated in the federal arena for continued funding for key frontline services, including access to early childhood education and adult dental services.
- Provided economic and financial advice and leadership that allowed agencies to deliver in specialist areas such as social and affordable housing, the National Disability Insurance Scheme, assistance for workers who will be displaced by the end of sandmining on North Stradbroke Island, and Indigenous economic participation.

Building safe, caring and connected communities

- Partnered with Griffith University on research to understand patterns of criminal behaviour.
- Delivered strategies to keep Queenslanders safe at work, home and play.
- Began work on recommendations from the review of Queensland's industrial relations framework, including strengthening consultative mechanisms and equal pay for equal work.

Protecting the environment

- Began developing a more effective scheme for greater assurance in mine rehabilitation.

Our leaders



Jim Murphy
Under Treasurer

Jim is an outstanding senior policy executive and respected government leader. He commenced as Under Treasurer on 1 June 2015.

Formerly, Jim was a senior executive with the ANZ Bank. Before this, he was Deputy Secretary in the Federal Treasury for more than a decade and held a number of senior executive positions in the Commonwealth Departments of Treasury, Attorney-General and Finance.

His distinguished career also includes a role as an advisor with the International Monetary Fund in Washington DC and, for a short period, Chief of Staff in the Office of the Prime Minister.

Jim was awarded a Public Service Medal for his strategic economic advice, which formed the Australian Government's response to the global financial crisis.

Jim attained a Bachelor of Arts (Economics and History) from the University of New South Wales, a Bachelor of Laws from the University of Sydney and a Master of Public Law from the Australian National University.



Mary-Anne Curtis

Deputy Under Treasurer,
Agency Performance

Mary-Anne commenced as Deputy Under Treasurer in August 2017 following the establishment of Agency Performance.

She is responsible for providing advice and analysis on public policy, fiscal and economic issues, particularly in relation to the health, education, communities, justice and housing portfolios.

Previously Mary-Anne was the Deputy Under Treasurer for the Economics Group where she was oversaw the economics functions of the department including macroeconomic forecasting, microeconomic policy and Government Owned Corporations oversight.

Prior to that Mary-Anne spent more than a decade working on infrastructure projects and commercial transactions.

She is a Graduate of the Australian Institute of Company Directors and holds a Bachelor of Laws from Queensland University of Technology and a Bachelor of Commerce (with Distinction) from the University of Southern Queensland.



Dennis Molloy

Acting Deputy Under Treasurer,
Economics and Fiscal Coordination

Dennis has extensive experience in providing fiscal and economic policy advice to both the Queensland and Commonwealth governments.

He has been closely involved in the formulation and delivery of all state budgets since 2010-11. He also worked as the Executive Director of Economic Policy in the Department of Premier and Cabinet and took a particular interest in policies that would facilitate growth of the Queensland economy. Immediately prior to that he was the senior economic advisor to the then Queensland Premier, Peter Beattie.

Dennis started his career as an economist with the Commonwealth Treasury and enjoyed over a decade engaged in a wide range of subject areas, including economic forecasting, competition policy, Commonwealth-State financial relations, and providing policy advice to the Commonwealth Treasurer on the health, education, social security and defence portfolios.



Robert Fleming

Acting Deputy Under Treasurer,
Commercial Group

Robert was appointed Acting Deputy Under Treasurer of Queensland Treasury's Commercial Group in June 2017.

Robert is an economist with a background in government policy and project management, within a career built in the public sector.

During his 20 years in government, Robert has been responsible for providing advice for some of the state's largest infrastructure projects in roles at both the Queensland Treasury Corporation and Queensland Treasury.

He has led teams responsible for developing business cases and procuring key infrastructure projects including the Toowoomba Second Range Crossing, the Herston Quarter redevelopment, Gold Coast Light Rail, Cross River Rail, and market-led proposals like the Logan Motorway Enhancement Project.

Our leaders



Warwick Agnew

Deputy Under Treasurer,
Agency Performance and Investment

Warwick commenced his current role as Deputy Under Treasurer in August 2015.

He is responsible for commercial, fiscal and economic advice on the State's economic portfolios and Treasury's investment policy and attraction programs.

Warwick has gained significant experience in both public and private sectors throughout his career. This includes experience in social and economic infrastructure projects; economic analysis and policy; financial and commercial procurement and corporate finance advisory services.

Warwick also represents QT on various Boards – Queensland Treasury Corporation Advisory; Long Term Asset Advisory; Public Trustee Investment; Queensland Rural and Industry Development Authority.

Warwick is a graduate of the Australian Institute of Company Directors. He holds a Master of Applied Finance (Macquarie University), Master of Social Science (Economics) and a Bachelor of Economics (The University of Queensland).



Elizabeth Goli

Commissioner of State Revenue

Liz was appointed Commissioner of the Office of State Revenue (OSR) in February 2014.

Prior to her appointment, Liz was Senior Assistant Commissioner, Indirect Tax at the Australian Taxation Office (ATO) in Brisbane, and has held senior and executive management and leadership roles in tax administration since 1997.

Liz has international tax experience with the Organisation for Economic Cooperation and Development (OECD) in Paris, and previously worked in OSR from 1997 to 2001 where she had a leading role in the rewrite of the State duties legislation.

She began her career as a graduate with the ATO in 1984.

Liz enjoys reading, movies, walking the family dog, catching up with friends over dinner, and travel.



Angela Wilke

Acting Executive General Manager,
Operations and Change

Angela Wilke commenced her role as Acting Executive General Manager, Operations and Change in February 2016.

With a broad generalist HR management background spanning more than 17 years, Angela has performed senior HR leadership roles across a range of industries, including health, energy generation, civil construction, underground mining and manufacturing.

Angela advocates the development of a positive and effective workplace culture where management and employee relations are managed proactively and strengthened consciously.



Simon Blackwood

Deputy Director-General,
Office of Industrial Relations

Simon leads the Office of Industrial Relations, with responsibility for improving work health and safety, and electrical safety performance in Queensland.

Simon has driven a shift in service delivery over the last few years to create a responsive regulator that takes an evidence-based approach, engages and collaborates with industry, and enforces compliance.

His previous roles have included Executive Director of Workplace Health and Safety Queensland, and General Manager of Private Sector Industrial Relations.

Simon holds a PhD in Sociology from The University of Queensland.



Geoff Waite

Executive General Manager,
Risk and Intelligence

Geoff joined Queensland Treasury in 1984 to work on joint Commonwealth–state employment programs.

Geoff also worked in several budget portfolio roles until his appointment as Queensland Treasury's Director of Finance in 1995.

He then headed up the department's corporate services as Assistant Under Treasurer until 2001, and performed various roles including Assistant Under Treasurer, Budget Division and Executive Director of the Office of Government Owned Corporations.

In 2007, Geoff started his own business consulting to state and local governments in Queensland.

He returned to Queensland Treasury in 2012 to work on several internal reviews before heading up the Office of the Under Treasurer and, subsequently, moving into the Corporate Group role.



Alex Beavers

Deputy Under Treasurer
Fiscal and Economic Policy Projects

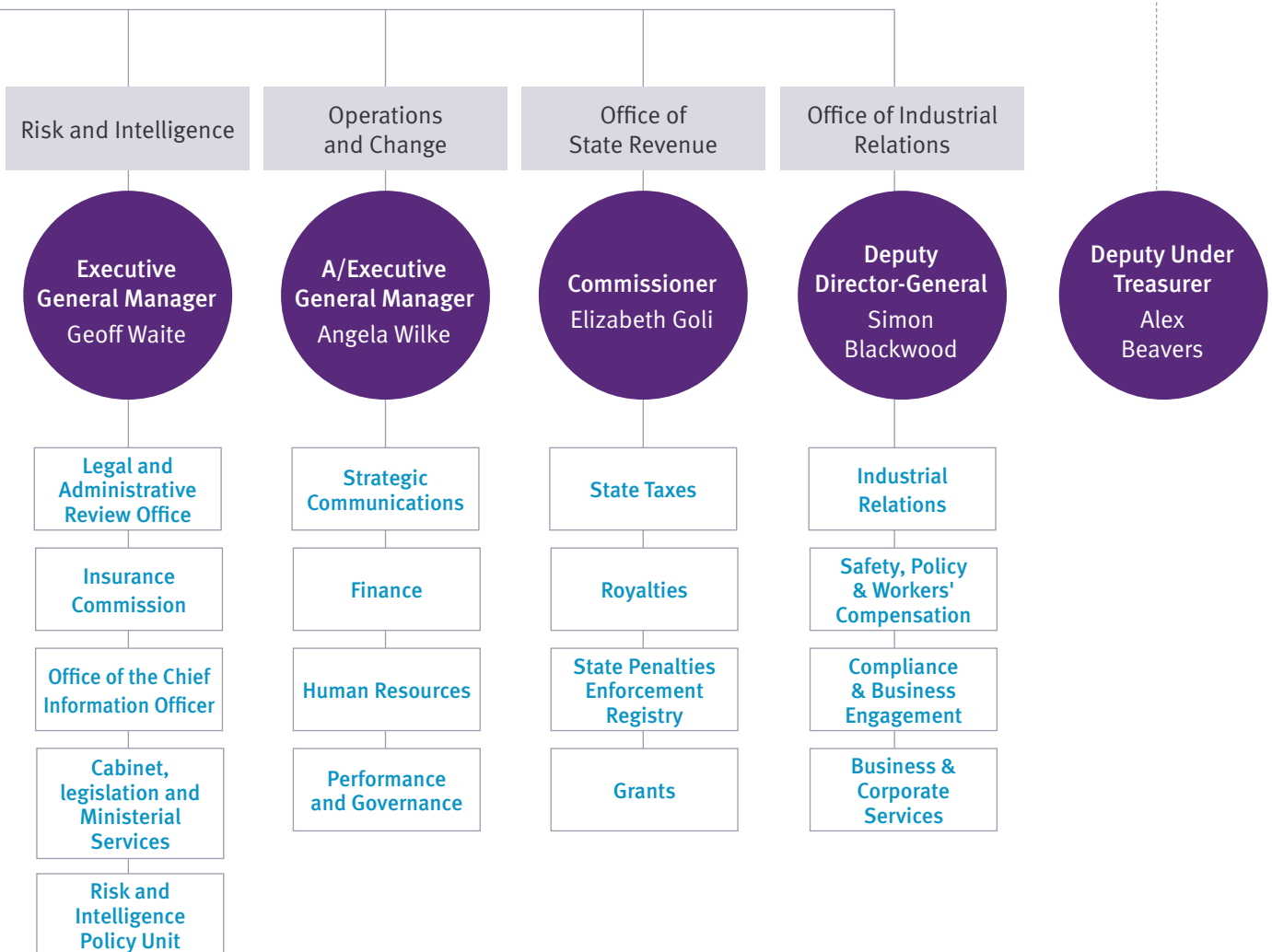
Alex Beavers was appointed Deputy Under Treasurer in June 2009. Prior to this appointment, Alex was Deputy Director-General of Policy in the Department of the Premier and Cabinet. He led the State Government's policy coordination processes and managed policy advice to the Premier. Alex has held various leadership roles in Treasury over the past 15 years.

Alex works across our portfolio and with state and federal agencies on projects such as regulatory reform that support the government's fiscal and economic objectives.

Leading Treasury

Our Executive Leadership Team (ELT) applies a strategic, cross-divisional perspective to our organisation’s key priorities.





Current as @ 30 June 2017

Audit and risk management

The Audit and Risk Management Committee helps our accountable officer – Under-Treasurer Jim Murphy – to meet his responsibilities under the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and other prescribed requirements. It does this by carrying out a range of activities to maintain oversight of key financial, risk and performance management activities for our organisation, including:

- ◆ Financial statements – reviewing the appropriateness of Treasury’s accounting policies and our financial performance
- ◆ Risk management – reviewing the effectiveness of our risk management framework, and processes for identifying, monitoring and managing significant business risks
- ◆ Integrity oversight and misconduct prevention – monitoring misconduct trends and prevention approaches and highlighting issues and areas for improvement with management
- ◆ Internal control – reviewing, with the assistance of our internal and external audit functions, the adequacy of our internal controls, including IT security
- ◆ Internal and external audit – reviewing and approving Treasury’s Internal Audit Plan, consulting with External Audit on our proposed audit strategy, and considering findings and recommendations from audit activity to ensure key risks are considered and mitigated.

The committee also performs these functions for some Treasury-related entities who sit within Treasury’s broader portfolio but prepare independent financial statements. In 2016–17 those entities were the Motor Accident Insurance Commission, Nominal Defendant, and National Injury Insurance Scheme Queensland.

2016–17 Audit and Risk Management Committee membership

Chair:

Deputy Under-Treasurer, Economics and Fiscal Coordination

Members:

Deputy Under-Treasurer, Agency Performance

Insurance Commissioner

Deputy Commissioner, Office of State Revenue

Deputy Director-General, Office of Industrial Relations

Don Licastro, Queensland Treasury Corporation – independent member

Standing invitations:

Under Treasurer

Executive General Manager, Risk and Intelligence

Chief Finance Officer

Queensland Audit Office (QAO)

Internal Audit

2016–17 achievements

In 2016–17, the committee met five times and fulfilled its responsibilities in accordance with its charter and an approved work plan, which included:

- ◆ reviewing the 2015–16 Financial Statements for Queensland Treasury, Motor Accident Insurance Commission and Nominal Defendant
- ◆ reviewing the outcomes of the 2016–17 Internal Audit Plan and endorsing proposed activity for the 2017–18 Internal Audit Plan
- ◆ considering issues raised by QAO including recommendations from performance audits
- ◆ considering Treasury-related QAO reports to Parliament.

Read more about these reports in the External scrutiny section on pages 143 to 147.

Everyone in Treasury is responsible for managing risk, and a robust risk management framework is integrated into all of our business activities and systems. During the year we continued to enhance our risk management capabilities and conducted a program of workshops and stakeholder engagement activities aligned to strategic priorities and emerging projects and areas of risk.

The risk management function works with business areas to update their risk registers and identify any relevant risk mitigation strategies for implementation by the respective business areas. Key and high rated business area risks inform our risk management profile and risk report. This report provides our Executive Leadership Team with a snapshot of risks across business areas, risk rating changes and an overview of current and emerging risks and opportunities. This risk profile is also used to inform strategic and business planning, and the targeting of relevant assurance activity.

Internal Audit

Internal Audit supports the Audit and Risk Management Committee by evaluating Treasury's financial and operational systems, reporting processes and activities.

PwC provides an independent and objective internal audit service and operates in accordance with our Internal Audit Charter and ethical standards. Although independent, Internal Audit liaises with QAO regularly to ensure appropriate assurance services are provided to Treasury.

In 2016–17, Internal Audit delivered a program of work for Treasury's three-year Internal Audit Plan (approved by the Audit and Risk Management Committee in June 2016). This plan is aligned to our key risk areas, operations, and strategic objectives and draws on additional specialist expertise as needed.

The plan comprised 28 reviews that were completed over the year, including:

- ◆ grants management program reviews including Jobs and Regional Growth and Back to Work
- ◆ reviews of revenue management activities and systems, including land tax revenue
- ◆ reviews of selected agency and frontline service delivery functions including work health and safety and electrical safety regulatory functions in the Office of Industrial Relations, and the recently established National Injury Insurance Scheme Queensland
- ◆ business process improvement and business intelligence reviews including monitoring of data controls, data analysis and reporting, and contract management.

Making the most of our information

Information is central to our role as Queensland's financial and economic advisor. With the constant evolution of technology and the rise of large, complex data sets, we are always looking for ways to improve how we create, use, find, manage and secure our information.

Through effectively managing and leveraging our information assets, we have been able to integrate and streamline processes, improve services and compliance, enable easier access to information, and make more informed decisions.

Over 2016–17, our major achievements included:

- ◆ embedding our extranet to enhance collaboration with partner agencies
- ◆ bedding down our SharePoint-based enterprise content management solution, which integrates our corporate intranet, collaboration tools, workflows, and document and records management functions

- ◆ reviewing our SharePoint environment, including a complete refresh of the corporate intranet content, to ensure information is relevant, up to date and easily accessible
- ◆ embedding our electronic records management system to improve records management and compliance activities and automate our sentencing and disposal processes
- ◆ continuing the digitisation and early disposal of temporary low-risk paper records, reducing our reliance on physical storage, shrinking our physical footprint, and improving information access and sharing
- ◆ installing Windows 10, Internet Explorer 11 and Office 2016 across Treasury.

Solutions for an evolving workforce

In late 2016 we successfully relocated our people to 1 William Street (1WS). This involved integrating technologies with work spaces aimed at improving flexibility, collaboration, productivity and wellness for our organisation.

Our work in this space throughout 2016–17 included:

- ◆ introducing FixIT, a suite of support services for staff that provides:
 - a dedicated help space in our Sharepoint environment with improved and easily accessible help resources
 - a dedicated FixIT drop-in desk where staff can access IT support
 - a pop-up service that visits Treasury-occupied 1WS floors so staff can stop by and discuss their needs
- ◆ providing work teams with the tools and techniques to rely less on paper documents and to make it easier to share information
- ◆ reducing the amount of information stored on network drives and improving the capture of information in the SharePoint-based enterprise content management solution
- ◆ building staff capabilities with the new technologies and work spaces
- ◆ supporting and facilitating flexible working arrangements via access to corporate information anywhere with a reliable WiFi connection.

This ongoing program of work is allowing us to continue to realise the benefits of our new location.