

Part 3

Management and accountability

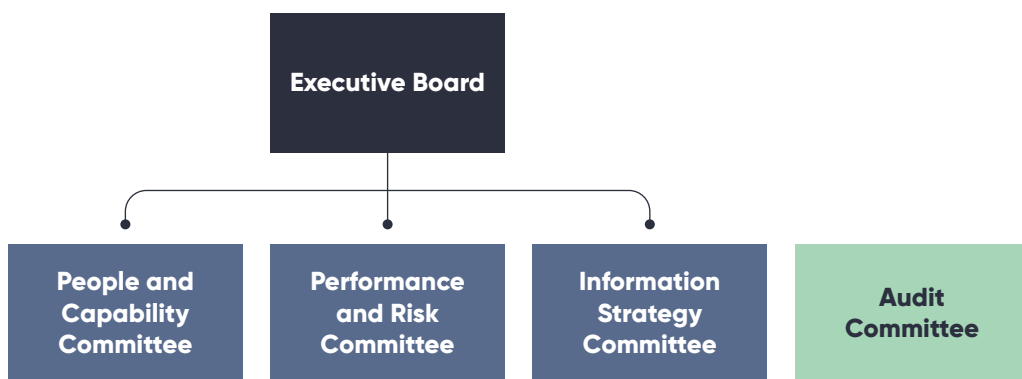
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Corporate Governance

Treasury's corporate governance structures are designed to promote the achievement of our purpose, the proper use and management of public resources, our systems of risk and control, and the department's financial sustainability.

In addition to the Information Strategy Committee, Treasury established the People and Capability Committee and the Performance and Risk Committee this financial year. Both committees report to the Secretary through the Executive Board.

Figure 7: Treasury's enterprise governance committee structure



Governance committees

Executive Board

The Executive Board comprises the Secretary and Deputy Secretaries. The Executive Board supports the Secretary to fulfil his obligations as the Accountable Authority under the *Public Governance, Performance and Accountability Act 2013*.

People and Capability Committee

The People and Capability Committee is an advisory and decision-making group. It has responsibility for ensuring the department's workforce is safe, effective and engaged, and that the department has the workforce capacity and capability required to deliver on its purpose. The Committee also has specific responsibilities for work health and safety, and for receiving regular reports from key internal consultation forums related to work health and safety and workplace relations.

Performance and Risk Committee

The Performance and Risk Committee is an advisory and decision-making group with responsibility for ensuring the consistent and integrated running of Treasury. The Committee's remit incorporates business planning and continuity, performance monitoring and reporting, enterprise risk management and systems of internal control, security, cybersecurity and asset management.

Information Strategy Committee

The Information Strategy Committee provides an enterprise view on information management and supports the department's digital capability in line with the objectives in our corporate plan.

Consultation committees

Our enterprise governance committees are supported by two consultation committees.

Health and Safety Committee

The Health and Safety Committee assists the Secretary in carrying out his statutory obligations in accordance with the *Work Health and Safety Act 2011*. The Committee facilitates cooperation between Treasury management and employees to develop and review health and safety policies, procedures and initiatives, and manage health and safety risks in the workplace.

Workplace Relations Committee

The Workplace Relations Committee is Treasury's primary staff consultation body, convened in accordance with the *Treasury Enterprise Agreement 2018–2021*. The Committee consults with our officials on issues affecting their working environment and employment conditions.

Audit Committee

The Treasury's Audit Committee has been established in accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013*. The Audit Committee provides independent advice to the Secretary on Treasury's governance, risk, control and performance arrangements, including the department's financial and annual performance statements. The *Audit Committee Charter* is available on the Treasury website at www.treasury.gov.au/the-department/corporate-publications/Audit-Committee-Charter.

The Audit Committee has 3 members – an independent chair and 2 independent members.

The Audit Committee met 5 times in 2020–21 and received regular briefings from Treasury's management on priorities, operations and risks, as well as the outcomes of risk and audit activities. A Financial Statements Sub Committee supports the Audit Committee by providing advice on the preparation of Treasury's financial statements.

This section also includes information on the IPFA Audit Committee which ceased operation due to the MoG effective 1 May 2021.

Table 1 provides details of the Treasury Audit Committee members, their qualifications, attendance and remuneration.

Table 2 provides details of the IPFA Audit Committee members, their qualifications, attendance and remuneration.

Table 1: Audit Committee members – qualifications, attendance and remuneration

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance	Remuneration
Mr Don Cross	External Member Audit Committee Chair	Fellow of the Institute of Chartered Accountants and a Certified Practising Accountant Numerous qualifications and professional memberships in accounting, fraud control, business, and auditing	Chair or member of several audit committees and subcommittees Former Senior Partner at KPMG and Lead Partner for KPMG's key strategic government accounts Experience in government program delivery and reform, financial statements audit and internal audit for policy, regulatory and service	1 August 2019	-	5/5	\$ 28,600
Dr Philippa Ryan	External Member	PhD (Law) Master of Education Bachelor of Laws (Hons) Bachelor of Arts	Barrister, NSW Bar Associate Professor in Law, College of Law, ANU Non-Executive Director, WAM Capital and Lander & Rogers Member, ISO Technical Committees and Standards Australia Blockchain Technical Committee Experience in fiduciary obligations, governance, risk, privacy, technology	1 November 2019	-	5/5	\$ 25,000

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance	Remuneration
Mr Carl Murphy	External Member	Master of Public Administration Practising Accountant Graduate of the Australian Institute of Company Directors Bachelor of Arts (Hons)	Member, Risk and Audit Committee, Department of Infrastructure, Transport, Regional Development and Communications Senior Moderator, The Cranlana Centre for Ethical Leadership Consultancy Practice to Government and NFPs in governance and organisational change Previously Chief Operating Officer, Department of Infrastructure, Regional Development and Cities First Assistant Secretary, Corporate Services Division, Department of Finance Assistant Secretary, HR, Department of the Environment Head of Human Resources, Medicare Australia	2 November 2020	-	3/5*	\$ 6,625

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance	Remuneration
Ms Elizabeth Montano	External Member	Fellow of the Australian Institute of Company Directors Solicitor admitted NSW and Commonwealth Bachelor of Arts / Bachelor of Laws (UNSW)	Chair, Deputy Chair and member of boards and audit committees across a range of Government and not for profit entities (20 years) Broad ranging experience in governance and the machinery of government, including in financial and performance reporting, risk, assurance, and program and project management and oversight Former CEO in the Australian Government Senior financial services lawyer, King & Wood Mallesons.	1 October 2015	30 September 2020	2/5 [^]	\$ 9,400

*Appointed as a member partway through 2020–21

[^]Term ended partway through 2020–21

Table 2: Audit Committee members – qualifications, attendance and remuneration for the Infrastructure and Project Financing Agency

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation*	Attendance	Remuneration
Ms Josephine Schuman	Chair	Graduate of the Australian Institute of Company Directors Master of Arts (Urban Geography)	Over 30 years' public sector experience across the Commonwealth, ACT Government and for the Government of Canada Expertise across risk management, governance and assurance, finance, human resources, information technology, media and communications	21 February 2019	*	3/3	\$3,150
Ms Dina Glass	Member		Independent Chair of the Climate Change Authority Audit Committee Senior executive and corporate counsel advising government and private sector organisations on strategic direction, governance, compliance, risk management, establishment of corporate functions, project management, transactional matters, litigation and dispute resolution and regulation	22 November 2017	*	3/3	\$5,500

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation*	Attendance	Remuneration
Ms Liz Caelli	Member	Professional Member of the Institute of Internal Auditors Australia Certified Internal Auditor Certification in Risk Management Assurance Bachelor of Commerce	Over 20 years' experience in the Australian Public Service, including over 13 years in audit and risk related roles A/g Assistant Secretary, Assurance and Risk and Chief Risk Officer at the Department of Infrastructure, Transport, Regional Development and Communications	6 April 2018	*	3/3	Not Applicable

* IPFA was subject to a Machinery of Government change and became a division within Treasury effective 1 May 2021.

Risk management

Risk management provides Treasury officials with a common approach to understand and manage uncertainties as we deliver on our purpose.

Treasury has established risk management frameworks, tools and plans based on the *Commonwealth Risk Management Policy* and the *AS/NZS ISO 31000:2018 Risk Management Guidelines*. We seek to continuously improve and embed our planning and risk management processes, including reviewing our enterprise risks, published in the Corporate Plan.

During 2020–21, Treasury established the Performance and Risk Committee, with representatives from across the department. The Committee reports to the Executive Board and oversees the delivery of our risk management obligations and progress on managing the department's key risks.

Fraud prevention and control

Treasury has a fraud and corruption control plan in place, as well as processes and systems for the prevention and detection of fraud and response to and reporting of incidents in accordance with section 10 of the *Public Governance, Performance and Accountability Rule 2014*.

Treasury is continually looking at ways to strengthen our fraud and corruption control arrangements. This includes considering the integrity and fraud risks arising from the rapid implementation of the Government's economic response to the COVID-19 pandemic.

Treasury reports fraud information annually to the Treasurer and the Australian Institute of Criminology. Treasury's 2020–21 fraud certification can be found in the Letter of Transmittal.

Internal audit arrangements

Internal audits provide independent advice and assurance to the Secretary on the effectiveness of Treasury's governance, risk, compliance and performance arrangements, and our financial and operational controls.

Treasury's internal auditors prepare and deliver an annual internal audit plan. The plan is developed in consultation with the Executive Board and other key departmental stakeholders, so that it reflects our risk profile and assurance concerns. Delivery of the plan is viewed as an important mechanism to assist Treasury in the delivery of our purpose and priorities, and to support continuous improvement.

In 2020–21, our internal audit function delivered compliance, performance and management-initiated reviews, with a focus on Treasury's response to the COVID-19 pandemic, corporate enabling services and our corporate performance reporting.

Ethical standards

As the Government's lead economic adviser, Treasury expects the highest standard of behaviour and ethical conduct from our staff. We have policies and procedures in place to ensure appropriate ethical standards, including the Australian Public Service Code of Conduct and Values, are upheld in accordance with the *Public Service Act 1999*.

SES remuneration

SES remuneration is determined under section 24(1) of the *Public Service Act 1999*. Further information is provided in Part 3 – Management and accountability section of the annual report.

Significant non-compliance issues with relevant finance laws

There were no significant instances of non-compliance with the finance law reported to the responsible minister in 2020–21.

External scrutiny

External audit

The Australian National Audit Office (ANAO) conducts financial statements and performance audits of Treasury. The ANAO did not table any performance audit reports involving the department during 2020–21.

Management of human resources

The People and Organisational Strategy Branch sits within Corporate and Foreign Investment Group. The branch has primary responsibility for Treasury's people framework, including strategic workforce planning, performance management, workplace relations, learning and development, inclusion and diversity, recruitment and payroll services. Treasury's approach to human resources is guided by the Treasury Workforce Plan.

Performance management

Treasury manages the ongoing development of its employees in a high-performance work culture through the Performance Development System. The objectives of the system include:

- continuously improving organisational performance to enable the department to achieve its strategic outcomes and priorities
- providing a framework for individual and organisational performance, including supporting development and career planning
- providing an approach to ensure regular and meaningful feedback and the recognition and reward of sustained high performance
- providing mechanisms for managing declines in performance and underperformance.

APS staff are formally assessed biannually with Executive Level (EL) and Senior Executive Service (SES) staff having one formal appraisal each year. The APS Integrated Leadership System provides the behavioural framework for assessing performance for APS and EL staff. The expectations and behaviours expected of Treasury SES officers are aligned to the APS leadership capability framework used by the Secretaries Talent Council.

Workplace relations

Remuneration and employment conditions for Treasury's APS and Executive Level officers are determined under the Treasury *Enterprise Agreement 2018–2021*. The enterprise agreement operates in conjunction with Commonwealth legislation and is supported by internal policies and guidelines. The department occasionally uses individual flexibility arrangements to secure specific expertise or specialist skills critical to business needs. At 30 June 2021, there were no individual flexibility arrangements in place.

Learning and development

Treasury's learning and development program focuses on building resilience, agility and innovation. During our continued response to the COVID-19 pandemic, the use of technology was further integrated into the delivery of our programs to enable flexible delivery and engagement.

Treasury continued to facilitate external learning opportunities for employees, including:

- Australian Public Service Commission leadership programs
- PhD study at the Australian National University through the Sir Roland Wilson Scholarship Program
- Australia and New Zealand School of Government's Executive Master of Public Administration
- National Security College development programs
- talent development programs
- supporting employees through the study assistance program.

Entry level programs

Treasury's entry level programs remain key workforce initiatives for Treasury.

Fifty-two participants commenced the Graduate Development Program in 2021. One participant was recruited through an Indigenous affirmative measures process and one through the RecruitAbility scheme. Graduates were supported through hybrid working arrangements and virtual delivery of learning opportunities during 2020–21.

Two participants completed the Indigenous Australian Government Development Program in May 2021.

Two participants participated in the Career Starter Program (aimed at school leavers) during 2020 and completed a Certificate IV in Government.

Staffing information

At 30 June 2021, Treasury had 1,291 employees, a 23 per cent increase from 1,048 employees at 30 June 2020.² The corresponding full-time equivalent figure was 1,250.3.

The growth in staffing numbers can be partly attributed to 121 employees who were transferred to Treasury as a result of Machinery of Government changes during the financial year. Treasury gained the functions of the Consumer Data Right, infrastructure and project financing, small and family business policy and the Australian Small Business and Family Enterprise Ombudsman.

The average staffing level across 2020–21 was 1,097.2.

Just over half (51 per cent) of Treasury's workforce are women, 78.5 per cent are 45 years of age or under, 3 per cent identify as having disability and 1.7 per cent identify as Aboriginal and/or Torres Strait Islander.

At 30 June 2021, women comprised 44 per cent of the operative SES cohort, inclusive of higher duties arrangements. Treasury's target for female representation in the SES is gender parity.

Treasury's geographic footprint extends beyond Canberra, with offices in Sydney, Melbourne and Perth, and officers posted or deployed overseas.

² Figures exclude the Secretary as they are not an employee under the *Public Service Act 1999*. Figures also exclude 101 inoperative employees who are attached to Treasury. An employee is deemed 'inoperative' if they are on long term leave (paid or unpaid) or on temporary transfer or secondment to another agency for a period of 12 weeks or more.

Table 3: All ongoing employees current report period (2020–21)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	48	-	48	44	7	51	-	-	-	99
Qld	1	-	1	4	1	5	-	-	-	6
SA	1	-	1	3	-	3	-	-	-	4
Tas	-	-	-	-	-	-	-	-	-	-
Vic	32	2	34	17	6	23	-	-	-	57
WA	5	-	5	1	-	1	-	-	-	6
ACT	469	32	501	450	96	546	-	-	-	1,047
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	6	1	7	5	-	5	-	-	-	12
Total	562	35	597	524	110	634	-	-	-	1,231

Table 4: All ongoing employees previous report period (2019–20)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	24	2	26	22	3	25	-	-	-	51
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	22	-	22	15	2	17	-	-	-	39
WA	2	-	2	-	-	-	-	-	-	2
ACT	424	24	448	389	69	458	-	-	-	906
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	5	-	5	5	-	5	-	-	-	10
Total	477	26	503	431	74	505	-	-	-	1,008

Table 5: All non-ongoing employees current report period (2020–21)³

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	5	1	6	4	1	5	-	-	-	11
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	1	-	1	3	-	3	-	-	-	4
WA	-	-	-	-	-	-	-	-	-	-
ACT	20	6	26	13	6	19	-	-	-	45
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	26	7	33	20	7	27	-	-	-	60

Table 6: All non-ongoing employees previous report period (2019–20)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	-	-	-	1	-	1	-	-	-	1
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	-	1	1	4	-	4	-	-	-	5
WA	-	-	-	-	2	2	-	-	-	2
ACT	13	6	19	7	6	13	-	-	-	32
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	13	7	20	12	8	20	-	-	-	40

³ Non-ongoing data includes two casual employees. That is, at 30 June 2021 Treasury has 58 non-ongoing (specific-term) employees and two casual employees for a total of 60.

Table 7: Australian Public Service Act ongoing employees current report period (2020–21)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 3	1	-	1	4	-	4	-	-	-	5
SES 2	17	1	18	8	3	11	-	-	-	29
SES 1	40	1	41	30	1	31	-	-	-	72
EL 2	97	10	107	96	28	124	-	-	-	231
EL 1	174	13	187	153	36	189	-	-	-	376
APS 6	132	7	139	112	28	140	-	-	-	279
APS 5	52	-	52	68	10	78	-	-	-	130
APS 4	21	3	24	25	4	29	-	-	-	53
APS 3	27	-	27	27	-	27	-	-	-	54
APS 2	1	-	1	1	-	1	-	-	-	2
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total	562	35	597	524	110	634	-	-	-	1,231

Table 8: Australian Public Service Act ongoing employees previous report period (2019–20)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 3	1	-	1	4	-	4	-	-	-	5
SES 2	19	1	20	10	3	13	-	-	-	33
SES 1	35	1	36	25	2	27	-	-	-	63
EL 2	99	11	110	75	20	95	-	-	-	205
EL 1	141	9	150	117	18	135	-	-	-	285
APS 6	89	2	91	99	20	119	-	-	-	210
APS 5	36	1	37	64	6	70	-	-	-	107
APS 4	33	1	34	20	5	25	-	-	-	59
APS 3	23	-	23	16	-	16	-	-	-	39
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	1	-	1	1	-	1	-	-	-	2
Other	-	-	-	-	-	-	-	-	-	-
Total	477	26	503	431	74	505	-	-	-	1008

Table 9: Australian Public Service Act non-ongoing employees current report period (2020–21)⁴

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	5	4	9	1	-	1	-	-	-	10
EL 1	7	1	8	6	1	7	-	-	-	15
APS 6	8	-	8	4	1	5	-	-	-	13
APS 5	4	-	4	8	3	11	-	-	-	15
APS 4	1	1	2	-	1	1	-	-	-	3
APS 3	1	-	1	1	1	2	-	-	-	3
APS 2	-	1	1	-	-	-	-	-	-	1
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total	26	7	33	20	7	27	-	-	-	60

Table 10: Australian Public Service Act non-ongoing employees previous report period (2019–20)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	2	4	6	1	1	2	-	-	-	8
EL 1	5	2	7	3	2	5	-	-	-	12
APS 6	5	1	6	1	-	1	-	-	-	7
APS 5	-	-	-	4	2	6	-	-	-	6
APS 4	1	-	1	1	1	2	-	-	-	3
APS 3	-	-	-	1	-	1	-	-	-	1
APS 2	-	-	-	1	2	3	-	-	-	3
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	13	7	20	12	8	20	-	-	-	40

⁴ Non-ongoing data includes two casual employees. That is, at 30 June 2021 Treasury has 58 non-ongoing (specific-term) employees and two casual employees for a total of 60.

Table 11: Australian Public Service Act employees by full-time and part-time status current report period (2020–21)

	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 3	5	-	5	-	-	-	5
SES 2	25	4	29	-	-	-	29
SES 1	70	2	72	-	-	-	72
EL 2	193	38	231	6	4	10	241
EL 1	327	49	376	13	2	15	391
APS 6	244	35	279	12	1	13	292
APS 5	120	10	130	12	3	15	145
APS 4	46	7	53	1	2	3	56
APS 3	54	-	54	2	1	3	57
APS 2	2	-	2	-	1	1	3
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total	1,086	145	1,231	46	14	60	1,291

Table 12: Australian Public Service Act employees by full-time and part-time status previous report period (2019–20)

	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 3	5	-	5	-	-	-	5
SES 2	29	4	33	-	-	-	33
SES 1	60	3	63	-	-	-	63
EL 2	174	31	205	3	5	8	213
EL 1	258	27	285	8	4	12	297
APS 6	188	22	210	6	1	7	217
APS 5	100	7	107	4	2	6	113
APS 4	53	6	59	2	1	3	62
APS 3	39	-	39	1	-	1	40
APS 2	-	-	-	1	2	3	3
APS 1	2	-	2	-	-	-	2
Other	-	-	-	-	-	-	-
Total	908	100	1,008	25	15	40	1,048

Table 13: Australian Public Service Act employment type by location current report period (2020–21)

	Ongoing	Non-Ongoing	Total
NSW	99	11	110
Qld	6	-	6
SA	4	-	4
Tas	-	-	-
Vic	57	4	61
WA	6	-	6
ACT	1,047	45	1,092
NT	-	-	-
External Territories	-	-	-
Overseas	12	-	12
Total	1,231	60	1,291

Table 14: Australian Public Service Act employment type by location previous report period (2019–20)

	Ongoing	Non-Ongoing	Total
NSW	51	1	52
Qld	-	-	-
SA	-	-	-
Tas	-	-	-
Vic	39	5	44
WA	2	2	4
ACT	906	32	938
NT	-	-	-
External Territories	-	-	-
Overseas	10	-	10
Total	1,008	40	1,048

Table 15: Australian Public Service Act Indigenous employment current report period (2020–21)

	Total
Ongoing	21
Non-Ongoing	1
Total	22

Table 16: Australian Public Service Act Indigenous employment previous report period (2019–20)

	Total
Ongoing	21
Non-Ongoing	-
Total	21

SES remuneration

SES remuneration and employment conditions are determined under section 24(1) of the *Public Service Act 1999*. These are supported by a remuneration model that determines pay levels within each SES level based on performance. Treasury does not offer performance pay. An SES remuneration package is in recognition of all hours worked, including any reasonable additional hours. SES staff are not entitled to overtime payments, penalty rates or time off in lieu.

SES staff did not receive a pay increase (including performance advancement) in 2020–21 due to the Government stay on senior executive remuneration, in recognition of the current economic circumstances caused by the COVID-19 pandemic.

Table 17: Australian Public Service Act Employment Salary Ranges by SES Classification Level (Minimum/Maximum) Current Report Period (2020–21)

	Minimum salary	Maximum salary
SES 3	\$332,785	\$389,742
SES 2	\$256,792	\$300,561
SES 1	\$209,518	\$243,507

Non-SES remuneration

APS and Executive Level remuneration and employment conditions are determined under the *Treasury Enterprise Agreement 2018–2021*. APS and Executive Level staff received a deferred 2 per cent salary increase on 5 May 2021, in line with the Government's 6 month pay pause requirement.

Table 18: Non-SES remuneration

	Minimum salary	Maximum salary
EL 2	\$143,149	\$164,286
EL 1	\$117,195	\$134,435
APS 6	\$89,846	\$108,848
APS 5	\$79,648	\$84,748
APS 4	\$70,842	\$74,548
APS 3	\$63,426	\$67,130
APS 2	\$56,011	\$59,720
APS 1	\$48,594	\$52,769
Other	\$ -	\$ -

Employment arrangements

Table 19: Australian Public Service Act employment arrangements current report period (2020–21)

	SES	Non-SES	Total
Enterprise Agreement	-	1,195	1,195
Section 24(1) Determination	89	-	89
Australian Workplace Agreement	7	-	7
Individual Flexibility Arrangement	-	-	-
Total	96	1,195	1,291

Asset management

Management of Treasury's assets is governed by the Accountable Authority Instructions on asset management and aligns with government best practice. Treasury's asset management framework includes an asset register, an asset management plan and a capital management plan. The asset register records details of all assets held by Treasury. An annual stocktake of assets keeps the register accurate and up to date. The department's fixed assets include office fit-out, right-of-use assets, purchased and internally developed software, computer equipment, infrastructure and library materials.

Purchasing

Treasury's procurement activities were undertaken in accordance with the *Public Governance, Performance and Accountability Act 2013*, Commonwealth Procurement Rules, and the Commonwealth Government's Indigenous Procurement Policy. Treasury applies these requirements through its internal financial and procurement policies.

Information on all Treasury contracts awarded with a value of \$10,000 (including GST) or more is available on AusTender at www.tenders.gov.au.

No contracts of \$100,000 or more (including GST) were entered into during 2020–21 that did not have provision for the Auditor-General to access the contractor's premises.

Treasury's procurement practices support small and medium enterprises participating in procurement opportunities. This includes the mandatory use of the Commonwealth Contracting Suite for low risk procurements up to \$200,000 (including GST) and the use of credit cards as a payment mechanism for low value procurements under \$10,000 (including GST). Participation statistics are available on the Department of Finance website at www.finance.gov.au.

Treasury is e-invoice enabled for receipt of supplier invoices. E-invoices are paid in accordance with the Australian Government Pay on Time Policy.

Treasury recognises the importance of ensuring small businesses are paid on time. The results of the survey of Australian Government Payments to Small Businesses are available on the Department of the Treasury website at www.treasury.gov.au.

Treasury supports the Indigenous Procurement Policy to significantly increase the rate of purchasing from Indigenous enterprises. The 2020–21 financial year targets for the Treasury Portfolio were 136 contracts (volume) and \$12,761,704.88 (value). For 2020–21, the Treasury Portfolio reported 228 contracts at a value of \$30,822,169.47.

The portfolio has met its Government-set purchasing target to ensure Indigenous employment and business opportunities continue to grow.

Consultants and non-consultants

Treasury engages consultants where specialist skills are required but are not available in-house. Consultancies are individuals, partnerships or corporations that provide professional, independent, expert advice and services.

Consultants are engaged in accordance with the *Public Governance, Performance and Accountability Act 2013*, Commonwealth Procurement Rules and Treasury's internal policies.

During 2020–21, 34 new consultancy contracts were signed involving total actual expenditure of \$3,320,746 (including GST). In addition, 29 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$2,867,670 (including GST)⁵.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of individual contracts and consultancies is available on the AusTender website at www.tenders.gov.au.

Table 20: Expenditure on reportable consultancy contracts current report period (2020–21)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	34	\$3,320,746
Ongoing contracts entered into during a previous reporting period	29	\$2,867,670
Total	63	\$6,188,416

Table 21: Expenditure on reportable non-consultancy contracts current report period (2020–21)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	470	\$67,677,659
Ongoing contracts entered into during a previous reporting period	312	\$55,197,842
Total	782	\$122,875,501

Table 22: Organisations receiving a share of reportable consultancy contract expenditure current report period (2020–21)

Name of Organisation	ABN	Expenditure \$ (GST inc.)
Partners in Performance International Pty Ltd	48095941263	\$1,106,521
Deloitte Touche Tohmatsu	74490121060	\$904,594
MXA Consulting Pty Ltd	16233295918	\$618,750
Nous Group	66086210344	\$503,800
Accenture Australia Pty Limited	49096776895	\$495,000
PricewaterhouseCoopers Consulting Pty Ltd	20607773295	\$490,000

⁵ These figures include contract expenditure for functions that were transferred into Treasury via Machinery of Government changes during the financial year.

Table 23: Organisations receiving a share of reportable non-consultancy contract expenditure current report period (2020–21)

Name of Organisation	ABN	Expenditure \$ (GST inc)
Mediabrand Australia Pty Ltd	19002966001	\$31,356,874
Ventia Property Pty Ltd	16618028676	\$8,174,666
Sparke Helmore	78848387938	\$5,342,055
Projex Building Group Pty Ltd	77109570863	\$5,281,648
A23 Pty Ltd	81612329781	\$4,192,365

Executive remuneration

Introduction

The categories of officials covered by the disclosures include:

- Key management personnel
- Senior executives remuneration
- Other highly paid staff

Remuneration policies and practices

The Secretary to the Treasury's remuneration is set by a Remuneration Tribunal Determination.

SES remuneration and employment conditions are determined under section 24(1) of the *Public Service Act 1999*. These are supported by a remuneration model that determines pay levels within each SES level based on performance. SES are subject to annual performance appraisals.

Remuneration and employment conditions for the Treasury's non-SES officers are determined under the *Treasury Enterprise Agreement 2018–2021*. The enterprise agreement operates in conjunction with applicable Commonwealth legislation and the Treasury's policies and guidelines to define the terms and conditions of employment for staff. The department occasionally uses individual flexibility arrangements to secure specific expertise or specialist skills critical to business needs, which are governed by the *Treasury Enterprise Agreement 2018–2021*.

In determining the appropriate conditions and rates for overseas posts, the Treasury is guided by the conditions of service extended to the Department of Foreign Affairs and Trade.

Key management personnel

During the reporting period ended 30 June 2021, Treasury had 6 executives who met the definition of key management personnel (KMP). Their names and length of term as KMP are summarised below:

Name	Position	Term as KMP
Dr Steven Kennedy PSM	Secretary	Full year
Roxanne Kelley PSM	Deputy Secretary	Full year
Maryanne Mrakovic	Deputy Secretary	Full year
Meghan Quinn PSM	Deputy Secretary	Full year
Jennifer Wilkinson PSM	Deputy Secretary	Full year
Luke Yeaman	Deputy Secretary	Full year

In accordance with the PGPA Rule, this information needs to be disaggregated in the annual report as follows:

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration	
		Base salary ¹	Bonuses	Other benefits and allowances ²		Superannuation contributions ³	Long service leave ⁴			Other benefits
							\$			\$
Dr Steven Kennedy PSM	Secretary	779,008	-	2,448	117,878	22,688	-	-	922,022	
Roxanne Kelley PSM	Deputy Secretary	416,259	-	2,664	69,412	10,806	-	-	499,141	
Maryanne Mrakovcic	Deputy Secretary	400,052	-	18,671	62,661	11,188	-	-	492,572	
Meghan Quinn PSM	Deputy Secretary	398,821	-	2,232	64,727	10,587	-	-	476,367	
Jennifer Wilkinson PSM	Deputy Secretary	389,724	-	576	58,465	11,128	-	-	459,893	
Luke Yeaman	Deputy Secretary	413,062	-	1,380	69,599	5,499	-	-	489,540	

1. Base salary includes salary paid and accrued, salary paid while on annual leave, salary paid while on personal leave, annual leave accrued and higher duties allowances.

2. Other benefits and allowances include monetary benefits such as housing allowances and non-monetary benefits such as provision of a car park.

3. For individuals in a defined contribution scheme (for example, PSSAp and super choice), superannuation includes superannuation contribution amounts. For individuals in a defined benefits scheme (for example CSS and PSS), superannuation includes the relevant National Employer Contribution Rate and Employer Productivity Superannuation Contribution.

4. Long service leave comprises the amount of leave accrued and taken in the period and excludes the bond rate impact on long service leave.

Senior executive remuneration

During the reporting period ended 30 June 2021, Treasury had 130 senior executives. The following table provides the average remuneration by band for senior executives during the reporting period.

Total remuneration bands	Number of senior executives ¹	Short-term benefits		Post-employment benefits		Other long-term benefits		Average Termination benefits \$	Average Total remuneration ⁵ \$
		Average Base salary ² \$	Average Bonuses \$	Average other benefits and allowances ³ \$	Average Superannuation contributions \$	Average Long service leave ⁴ \$	Average other long-term benefits \$		
\$0 - \$220,000	46	67,947	-	587	10,516	8,833	-	-	87,883
\$220,001 - \$245,000	7	184,571	-	945	28,994	4,129	-	14,417	233,056
\$245,001 - \$270,000	22	210,853	-	1,156	32,890	6,168	-	6,153	257,220
\$270,001 - \$295,000	18	236,419	-	1,413	35,816	7,975	-	-	281,623
\$295,001 - \$320,000	11	251,777	-	3,018	38,784	9,783	-	-	303,362
\$320,001 - \$345,000	10	270,553	-	1,563	40,743	9,475	-	10,837	333,171
\$345,001 - \$370,000	5	296,780	-	3,264	51,654	8,382	-	-	360,080
\$370,001 - \$395,000	1	221,700	-	126,232	36,274	6,444	-	-	390,650
\$395,001 - \$420,000	1	299,870	-	1,884	91,661	8,566	-	-	401,981
\$420,001 - \$445,000	1	276,198	-	106,603	48,295	7,318	-	-	438,414
\$445,001 - \$470,000	1	169,494	-	1,092	27,530	(4,405)	-	271,759	465,470
\$470,001 - \$495,000	3	224,957	-	208,779	39,990	4,154	-	-	477,880
\$495,001 - \$520,000	1	233,829	-	220,278	39,493	6,015	-	-	499,615
\$520,001 - \$595,000	2	252,346	-	291,277	40,505	3,470	-	-	587,598
\$595,001 - \$620,000	1	237,308	-	319,474	36,274	6,491	-	-	599,547

Notes

1. Includes acting arrangements greater than 3 months.
2. Base salary includes salary paid and accrued, salary paid while on annual leave, salary paid while on personal leave, annual leave accrued and higher duties allowances.
3. Includes, but is not limited to, allowances and benefits received whilst on overseas post.
4. Long service leave comprises the amount of leave accrued and taken in the period and excludes the bond rate impact on long service leave.
5. The table includes the part year impact of senior executives who either commenced or separated during the year.

Other highly paid staff

The following table provides the average remuneration by band for other highly paid staff during the reporting period.

Total remuneration bands	Number of other highly paid staff	Short-term benefits		Post-employment benefits		Other long-term benefits		Average Termination benefits \$	Average Total remuneration \$
		Average Base salary ¹ \$	Average Bonuses \$	Average other benefits and allowances ² \$	Average Superannuation contributions \$	Average Long service leave ³ \$	Average other long-term benefits \$		
\$270,001 - \$295,000	1	152,233	-	91,155	22,575	9,593	-	-	275,556
\$420,001 - \$445,000	2	159,134	-	250,131	26,314	5,986	-	-	441,565

Notes

1. Base salary includes salary paid and accrued, salary paid while on annual leave, salary paid while on personal leave, annual leave accrued and higher duties allowances.
2. Includes, but is not limited to, allowances and benefits received whilst on overseas post.
3. Long service leave comprises the amount of leave accrued and taken in the period and excludes the bond rate impact on long service leave.

