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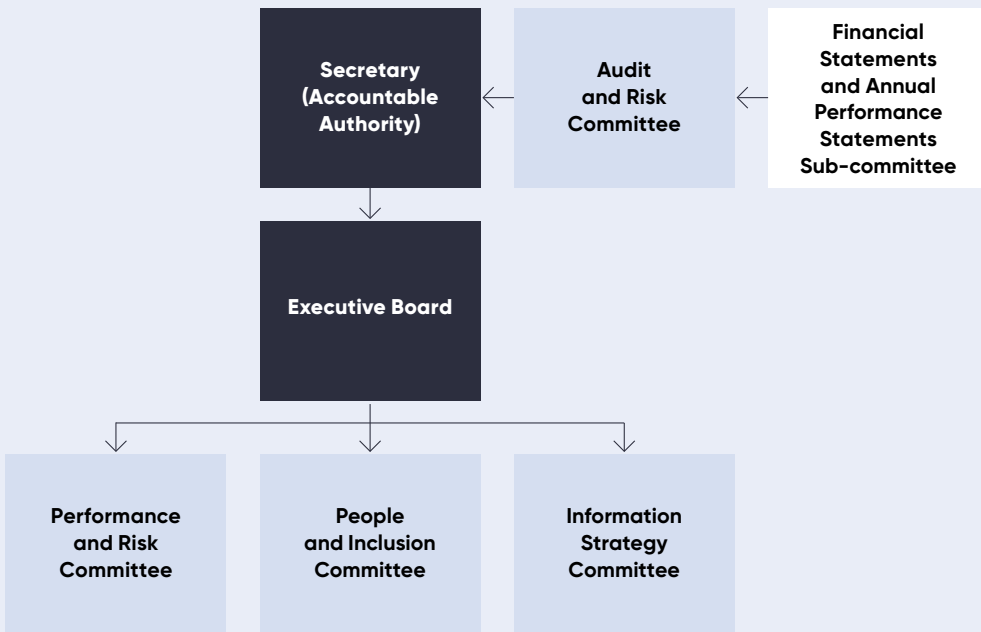
## Part 3 – Management and accountability

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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.

Figure 4: 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 Inclusion Committee

The People and Inclusion Committee (formerly 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.

## **Audit and Risk Committee**

The Treasury's Audit and Risk Committee has been established in accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013*. The Audit and Risk 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 and Risk Committee Charter is available on the Treasury website at: [treasury.gov.au/the-department/corporate-publications/Audit-Committee-Charter](https://treasury.gov.au/the-department/corporate-publications/Audit-Committee-Charter).

The Financial Statements and Annual Performance Statements Sub-Committee, provides advice to the Audit and Risk Committee on the preparation and sign-off of the Treasury's financial statements and Annual Performance Statement. The Financial Statements and Annual Performance Statements Sub-Committee is directly accountable to the Audit and Risk Committee for the performance of its functions.

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

The Audit and Risk Committee met 5 times in 2021–22 and received regular briefings from Treasury management on priorities, operations and risks, as well as the outcomes of risk and audit activities.

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

**Audit and Risk Committee**



**Don Cross**  
 External Member  
 Audit & Risk Committee Chair

Date of commencement:  
 1 August 2019  
 Cessation: NA  
 Attendance: 5/5  
 Remuneration: \$40,150

**Experience**

- Chair or member of several audit committees and sub-committees
- 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

**Qualifications**

- Fellow of the Institute of Chartered Accountants
- Certified Practising Accountant
- Numerous qualifications and professional memberships in accounting, fraud control, business, and auditing



**Carol Lilley**  
 External Member

Date of commencement:  
 28 October 2021  
 Cessation: NA  
 Attendance: 3/5\*  
 Remuneration: \$24,684

**Experience**

- Independent board director and chair or member of Commonwealth Government audit committees
- Previous Partner at PricewaterhouseCoopers and has over 20 years’ experience in financial statement audit, internal audit and project and risk management, with a particular focus on government

**Qualifications**

- Bachelor of Commerce
- Graduate, Australian Institute of Company Directors
- Fellow of Chartered Accountants Australia and New Zealand
- Certified internal auditor, registered company auditor



**Carl Murphy**

External Member

Date of commencement:  
2 November 2020

Cessation: NA

Attendance: 5/5

Remuneration: \$12,251

**Experience**

- 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

**Qualifications**

- Master of Public Administration
- Practising Accountant
- Graduate of the Australian Institute of Company Directors
- Bachelor of Arts (Hons)



**Dr Philippa Ryan**  
External Member

Date of commencement:  
1 November 2019

Cessation: 31 October 2021

Attendance: 2/5<sup>^</sup>

Remuneration: \$5,000

### Experience

- 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

### Qualifications

- PhD (Law)
- Master of Education
- Bachelor of Laws (Hons)

<sup>[1]</sup> Where applicable remuneration is GST inclusive and covers preparation for and attendance at meetings of the Audit and Risk Committee, as well as meeting preparation and attendance at sub-committees (where relevant) and other meetings as required by the member's role.

\* Appointed as a member partway through 2021–22

<sup>^</sup> Term ended partway through 2021–22

## **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 Workplace Relations Committee plays an important role in facilitating ongoing, open and transparent consultation between Treasury and its employees in relation to issues affecting the working environment and employment conditions.

## **Risk management**

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

In 2021–22 Treasury developed a new risk management policy and framework, along with supporting tools, based on the 2014 Commonwealth Risk Management Policy, the new draft Commonwealth Risk Management Policy and relevant standards. The new policy and framework will provide the basis for continued improvement and embedding of our risk management processes.

As part of continuously improving our approach to risk management, we enhanced our reporting on enterprise and group level risks to Treasury's Enterprise Governance Committees. These committees work together to provide effective oversight and direction on the management of risk with the:

- Executive Board, overseeing the delivery of our risk management obligations and management of the department's enterprise risks
- Performance and Risk Committee, overseeing our management of enterprise and operational risks
- Audit and Risk Committee, providing independent advice to the Secretary on Treasury's systems of internal control, including our risk management systems.



## 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. During 2021–22, Treasury conducted the biennial fraud and corruption risk assessment and updated the fraud and corruption control plan.

Treasury reports fraud information annually to the Treasurer and the Australian Institute of Criminology. Treasury's 2021–22 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. The internal audit program is important in assisting Treasury in the delivery of our purpose and priorities and encourages continuous improvement.

Treasury's internal auditors deliver against an annual internal audit plan (the plan). The plan is developed by our internal auditors in consultation with the Audit and Risk Committee, Performance and Risk Committee, the Executive Board and other key departmental stakeholders, to ensure the plan reflects our risk profile and assurance concerns.

In 2021–22, our internal audit function delivered compliance, performance and management-initiated reviews, with a focus on effective governance for rapidly delivered government programs. The focus was also on legislative compliance relating to our financial assurance and corporate performance and reporting frameworks, and assurance of cyber resilience and information management transformation initiatives.

## **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, that align with the Australian Public Service Code of Conduct and Values, to ensure ethical standards 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.

## **Significant non-compliance issues with finance law**

There were no significant instances of non-compliance with the finance law reported to the responsible minister in 2021-22.

## External scrutiny

Treasury operations are subject to oversight by a number of external bodies, including Parliamentary committees, the Commonwealth Ombudsman, Australian National Audit Office, Administrative Appeals Tribunal and Office of the Australian Information Commissioner.

### External audit

The ANAO tabled two performance audit reports involving Treasury during 2021–22. Auditor-General Report No.22 *Administration of the JobKeeper Scheme* assessed the effectiveness of administration of the scheme. No recommendations were made to Treasury as a result of the audit. Treasury was subject to a cross-agency audit assessing the effectiveness of the Department of Finance's and selected entities' implementation of the Australian Government's campaign advertising framework.

Auditor-General Report No.17 *Australian Government Advertising* made one recommendation relevant to the Treasury relating to audit objective 'Were selected campaigns compliant with the Australian Government's campaign advertising framework?'

It was recommended that the Treasury establish performance targets and report against them as part of campaign evaluation. The Department of Finance manages the Whole-of-Government Evaluation Framework for advertising Campaigns. Treasury informed the Department of Finance that it would welcome the opportunity to actively participate in any review of the Whole-of-Government Evaluation Framework. The recommendation has been formally closed.

In November 2021, Treasury was advised that it had been selected by the ANAO for inclusion in the ANAO Annual Performance Statements Audit program for 2021–2024. At 30 June 2022, no Audit Report had been published on the Treasury Annual Performance Statements for 2021–22.

## **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 and the SES Talent, Performance and Development Framework. 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 EL 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 in addition to a determination made under subsection 24(1) of the *Public Service Act 1999* to provide pay increases in 2021, 2022 and 2023. The department occasionally uses individual flexibility arrangements to secure specific expertise or specialist skills critical to business needs. At 30 June 2022, there was one individual flexibility arrangement in place.

## Learning and development

In 2021–22, Treasury continued to deliver training programs online and in person as COVID-19 restrictions eased. Our focus continued to be on building the skills and capability of our staff and enhancing the leadership practice of the SES and EL cohort.

Treasury employees continued to supplement their professional development with APS Academy courses, LinkedIn Learning, coaching services, and our study assistance program. Employees also accessed external opportunities, including:

- 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
- APS talent development programs
- Jawun secondments.

## **Entry level programs**

Entry level programs remain key workforce initiatives for Treasury. Treasury provides graduate opportunities through the Treasury Graduate Development Program and leads the recruitment for the Australian Government Graduate Program (AGGP) Economist Stream for participating APS agencies.

The Treasury Graduate Development Program is a two year program involving placements, on the job training and a structured learning and development program. In February 2022, 63 participants commenced the Program. In 2022, Treasury was ranked 24 in the Top 75 Graduate Employers as voted by graduates.

Treasury also participates in whole-of-government entry-level programs, including the Australian Government Graduate Program Digital Stream and Human Resources Stream, taking one graduate from each of these specialist streams.

Two employees commenced the Career Starter Program (aimed at school leavers) in early 2022. They are completing a Certificate IV in Government.



## Staffing information

At 30 June 2022, Treasury had 1,503 employees, a 16 per cent increase from 1,291 employees at 30 June 2021. The growth in staffing numbers is attributed to additional resources for functions, both existing and new. The more significant changes include:

- major new policy initiatives including Strengthening Australia's Foreign Investment Framework and an enhanced payments policy function following the 2021 Payment System Review;
- expansion of the Consumer Data Right initiative, including to add new sectors

The average staffing level across 2021–22 was 1,341.4.<sup>2</sup> Just over half (52 per cent) Treasury's workforce are women, 78.5 per cent are 45 years of age or under, 4.5 per cent identify as having disability and 1.3 per cent identify as Aboriginal and/or Torres Strait Islander. At 30 June 2022, 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.

**Table 2:** All ongoing employees current report period (2021–22)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>NSW</b>	75	2	77	62	13	75	0	0	0	<b>152</b>
<b>Qld</b>	1	0	1	1	0	1	0	0	0	<b>2</b>
<b>SA</b>	1	0	1	0	0	0	0	0	0	<b>1</b>
<b>Tas</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Vic</b>	42	1	43	42	5	47	0	0	0	<b>90</b>
<b>WA</b>	2	0	2	4	0	4	0	0	0	<b>6</b>
<b>ACT</b>	525	31	556	537	96	633	0	0	0	<b>1,189</b>
<b>NT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>External territories</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Overseas</b>	8	0	8	5	0	5	0	0	0	<b>13</b>
<b>Total</b>	<b>654</b>	<b>34</b>	<b>688</b>	<b>651</b>	<b>114</b>	<b>765</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,453</b>

<sup>2</sup> The average staffing level is a method of counting that recognises the average number of full-time equivalent employees over the period.

## Part 3 – Management and accountability

**Table 3:** All ongoing employees previous report period (2020-21)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>NSW</b>	48	0	48	44	7	51	0	0	0	<b>99</b>
<b>Qld</b>	1	0	1	4	1	5	0	0	0	<b>6</b>
<b>SA</b>	1	0	1	3	0	3	0	0	0	<b>4</b>
<b>Tas</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Vic</b>	32	2	34	17	6	23	0	0	0	<b>57</b>
<b>WA</b>	5	0	5	1	0	1	0	0	0	<b>6</b>
<b>ACT</b>	469	32	501	450	96	546	0	0	0	<b>1,047</b>
<b>NT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>External territories</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Overseas</b>	6	1	7	5	0	5	0	0	0	<b>12</b>
<b>Total</b>	<b>562</b>	<b>35</b>	<b>597</b>	<b>524</b>	<b>110</b>	<b>634</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,231</b>

**Table 4:** All non-ongoing employees current report period (2021-22)<sup>3</sup>

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>NSW</b>	1	1	2	4	1	5	0	0	0	<b>7</b>
<b>Qld</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SA</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Tas</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Vic</b>	3	0	3	0	2	2	0	0	0	<b>5</b>
<b>WA</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>ACT</b>	16	8	24	11	3	14	0	0	0	<b>38</b>
<b>NT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>External territories</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Overseas</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>20</b>	<b>9</b>	<b>29</b>	<b>15</b>	<b>6</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

<sup>3</sup> Non-ongoing data includes 5 casual employees. At 30 June 2022 Treasury has 45 non-ongoing (specific-term) employees and 5 casual employees for a total of 50.



**Table 5:** All non-ongoing employees previous report period (2020–21)<sup>4</sup>

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>NSW</b>	5	1	6	4	1	5	0	0	0	<b>11</b>
<b>Qld</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SA</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Tas</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Vic</b>	1	0	1	3	0	3	0	0	0	<b>4</b>
<b>WA</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>ACT</b>	20	6	26	13	6	19	0	0	0	<b>45</b>
<b>NT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>External territories</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Overseas</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>26</b>	<b>7</b>	<b>33</b>	<b>20</b>	<b>7</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>

**Table 6:** Australian Public Service Act ongoing employees current report period (2021–22)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>SES 3</b>	1	0	1	5	0	5	0	0	0	<b>6</b>
<b>SES 2</b>	15	1	16	9	0	9	0	0	0	<b>25</b>
<b>SES 1</b>	38	2	40	30	2	32	0	0	0	<b>72</b>
<b>EL 2</b>	105	12	117	111	26	137	0	0	0	<b>254</b>
<b>EL 1</b>	223	12	235	201	42	243	0	0	0	<b>478</b>
<b>APS 6</b>	143	5	148	135	24	159	0	0	0	<b>307</b>
<b>APS 5</b>	57	1	58	93	17	110	0	0	0	<b>168</b>
<b>APS 4</b>	29	1	30	39	3	42	0	0	0	<b>72</b>
<b>APS 3</b>	41	0	41	28	0	28	0	0	0	<b>69</b>
<b>APS 2</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>APS 1</b>	2	0	2	0	0	0	0	0	0	<b>2</b>
<b>Other</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>654</b>	<b>34</b>	<b>688</b>	<b>651</b>	<b>114</b>	<b>765</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,453</b>

<sup>4</sup> Non-ongoing data includes 2 casual employees. At 30 June 2021 Treasury had 58 non-ongoing (specific-term) employees and 2 casual employees for a total of 60.

### Part 3 – Management and accountability

**Table 7:** Australian Public Service Act ongoing employees previous report period (2020-21)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>SES 3</b>	1	0	1	4	0	4	0	0	0	<b>5</b>
<b>SES 2</b>	17	1	18	8	3	11	0	0	0	<b>29</b>
<b>SES 1</b>	40	1	41	30	1	31	0	0	0	<b>72</b>
<b>EL 2</b>	97	10	107	96	28	124	0	0	0	<b>231</b>
<b>EL 1</b>	174	13	187	153	36	189	0	0	0	<b>376</b>
<b>APS 6</b>	132	7	139	112	28	140	0	0	0	<b>279</b>
<b>APS 5</b>	52	0	52	68	10	78	0	0	0	<b>130</b>
<b>APS 4</b>	21	3	24	25	4	29	0	0	0	<b>53</b>
<b>APS 3</b>	27	0	27	27	0	27	0	0	0	<b>54</b>
<b>APS 2</b>	1	0	1	1	0	1	0	0	0	<b>2</b>
<b>APS 1</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Other</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>562</b>	<b>35</b>	<b>597</b>	<b>524</b>	<b>110</b>	<b>634</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,231</b>

**Table 8:** Australian Public Service Act non-ongoing employees current report period (2021-22)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>SES 3</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SES 2</b>	1	0	1	0	0	0	0	0	0	<b>1</b>
<b>SES 1</b>	2	0	2	1	0	1	0	0	0	<b>3</b>
<b>EL 2</b>	1	1	2	3	1	4	0	0	0	<b>6</b>
<b>EL 1</b>	2	2	4	0	2	2	0	0	0	<b>6</b>
<b>APS 6</b>	6	1	7	3	0	3	0	0	0	<b>10</b>
<b>APS 5</b>	4	3	7	3	0	3	0	0	0	<b>10</b>
<b>APS 4</b>	1	0	1	4	1	5	0	0	0	<b>6</b>
<b>APS 3</b>	2	0	2	1	0	1	0	0	0	<b>3</b>
<b>APS 2</b>	1	2	3	0	2	2	0	0	0	<b>5</b>
<b>APS1</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Other</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>20</b>	<b>9</b>	<b>29</b>	<b>15</b>	<b>6</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

**Table 9:** Australian Public Service Act non-ongoing employees previous report period (2020-21)<sup>5</sup>

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>SES 3</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SES 2</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SES 1</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>EL 2</b>	5	4	9	1	0	1	0	0	0	<b>10</b>
<b>EL 1</b>	7	1	8	6	1	7	0	0	0	<b>15</b>
<b>APS 6</b>	8	0	8	4	1	5	0	0	0	<b>13</b>
<b>APS 5</b>	4	0	4	8	3	11	0	0	0	<b>15</b>
<b>APS 4</b>	1	1	2	0	1	1	0	0	0	<b>3</b>
<b>APS 3</b>	1	0	1	1	1	2	0	0	0	<b>3</b>
<b>APS 2</b>	0	1	1	0	0	0	0	0	0	<b>1</b>
<b>APS 1</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Other</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>26</b>	<b>7</b>	<b>33</b>	<b>20</b>	<b>7</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>

**Table 10:** Australian Public Service Act employees by full-time and part-time status current report period (2021-22)

	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>SES 3</b>	6	0	6	0	0	0	<b>6</b>
<b>SES 2</b>	24	1	25	1	0	1	<b>26</b>
<b>SES 1</b>	68	4	72	3	0	3	<b>75</b>
<b>EL 2</b>	216	38	254	4	2	6	<b>260</b>
<b>EL 1</b>	424	54	478	2	4	6	<b>484</b>
<b>APS 6</b>	278	29	307	9	1	10	<b>317</b>
<b>APS 5</b>	150	18	168	7	3	10	<b>178</b>
<b>APS 4</b>	68	4	72	5	1	6	<b>78</b>
<b>APS 3</b>	69	0	69	3	0	3	<b>72</b>
<b>APS 2</b>	0	0	0	1	4	5	<b>5</b>
<b>APS 1</b>	2	0	2	0	0	0	<b>2</b>
<b>Other</b>	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>1,305</b>	<b>148</b>	<b>1,453</b>	<b>35</b>	<b>15</b>	<b>50</b>	<b>1,503</b>

<sup>5</sup> Non-ongoing data includes 2 casual employees. At 30 June 2021 Treasury has 58 non-ongoing (specific-term) employees and 2 casual employees for a total of 60.

### Part 3 – Management and accountability

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

	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
<b>SES 3</b>	5	0	5	0	0	0	<b>5</b>
<b>SES 2</b>	25	4	29	0	0	0	<b>29</b>
<b>SES 1</b>	70	2	72	0	0	0	<b>72</b>
<b>EL 2</b>	193	38	231	6	4	10	<b>241</b>
<b>EL 1</b>	327	49	376	13	2	15	<b>391</b>
<b>APS 6</b>	244	35	279	12	1	13	<b>292</b>
<b>APS 5</b>	120	10	130	12	3	15	<b>145</b>
<b>APS 4</b>	46	7	53	1	2	3	<b>56</b>
<b>APS 3</b>	54	0	54	2	1	3	<b>57</b>
<b>APS 2</b>	2	0	2	0	1	1	<b>3</b>
<b>APS 1</b>	0	0	0	0	0	0	<b>0</b>
<b>Other</b>	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>1,086</b>	<b>145</b>	<b>1,231</b>	<b>46</b>	<b>14</b>	<b>60</b>	<b>1,291</b>

**Table 12:** Australian Public Service Act employment type by location current report period (2021-22)

	Ongoing	Non-Ongoing	Total
<b>NSW</b>	152	7	<b>159</b>
<b>Qld</b>	2	0	<b>2</b>
<b>SA</b>	1	0	<b>1</b>
<b>Tas</b>	0	0	<b>0</b>
<b>Vic</b>	90	5	<b>95</b>
<b>WA</b>	6	0	<b>6</b>
<b>ACT</b>	1,189	38	<b>1,227</b>
<b>NT</b>	0	0	<b>0</b>
<b>External territories</b>	0	0	<b>0</b>
<b>Overseas</b>	13	0	<b>13</b>
<b>Total</b>	<b>1453</b>	<b>50</b>	<b>1,503</b>

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

	Ongoing	Non-Ongoing	Total
<b>NSW</b>	99	11	<b>110</b>
<b>Qld</b>	6	0	<b>6</b>
<b>SA</b>	4	0	<b>4</b>
<b>Tas</b>	0	0	<b>0</b>
<b>Vic</b>	57	4	<b>61</b>
<b>WA</b>	6	0	<b>6</b>
<b>ACT</b>	1,047	45	<b>1,092</b>
<b>NT</b>	0	0	<b>0</b>
<b>External Territories</b>	0	0	<b>0</b>
<b>Overseas</b>	12	0	<b>12</b>
<b>Total</b>	<b>1,231</b>	<b>60</b>	<b>1,291</b>

**Table 14:** Australian Public Service Act Indigenous employment current report period (2021–22)

	Total
<b>Ongoing</b>	<b>20</b>
<b>Non-Ongoing</b>	<b>0</b>
<b>Total</b>	<b>20</b>

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

	Total
<b>Ongoing</b>	<b>21</b>
<b>Non-Ongoing</b>	<b>1</b>
<b>Total</b>	<b>22</b>

## SES remuneration

SES remuneration and employment conditions are determined under section 24(1) of the *Public Service Act 1999*. These determinations 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 received a 1.7 per cent increase effective 8 July 2021.

**Table 16:** Australian Public Service Act Employment Salary Ranges by SES classification level (minimum/maximum) current report period (2021–22)

	Minimum salary	Maximum salary
<b>SES 3</b>	\$338,442	\$396,368
<b>SES 2</b>	\$261,157	\$305,671
<b>SES 1</b>	\$213,080	\$247,647

## 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 1.9 per cent salary increase effective 5 November 2021, through a determination made under subsection 24(1) of the *Public Service Act 1999*.

**Table 17:** Non-SES remuneration by classification level (minimum/maximum) current report period (2021–22)

	Minimum salary	Maximum salary
<b>EL 2</b>	\$145,869	\$167,407
<b>EL 1</b>	\$119,422	\$136,989
<b>APS 6</b>	\$91,553	\$110,916
<b>APS 5</b>	\$81,161	\$86,358
<b>APS 4</b>	\$72,188	\$75,964
<b>APS 3</b>	\$64,631	\$68,405
<b>APS 2</b>	\$57,075	\$60,855
<b>APS 1</b>	\$49,517	\$53,772
<b>Other</b>	\$0	\$0

## Employment arrangements

**Table 18:** Australian Public Service Act employment arrangements current report period (2021–22)

	SES	Non-SES	Total
<b>Enterprise Agreement</b>	0	1,404	1,404
<b>Section 24(1) Determination</b>	92	0	92
<b>Australian Workplace Agreement</b>	6	0	6
<b>Individual Flexibility Arrangement</b>	0	1	1
<b>Total</b>	<b>98</b>	<b>1,405</b>	<b>1,503</b>

## 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.

## Procurement

### Performance against the Commonwealth Procurement Rules

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](http://www.tenders.gov.au).

## **Exempt contracts**

No contracts in excess of \$10,000 (inclusive of GST) or standing offers were exempted by the Secretary from being published on AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*.

## **Australian National Audit Office access clauses**

No contracts valued at \$100,000 or more (including GST) were entered into during 2021–22 that did not have provision for the Auditor-General to access the contractor's premises.

## **Initiatives to support small and medium-sized enterprises and Indigenous business**

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](http://www.finance.gov.au).

Treasury is e-invoice enabled for receipt of supplier invoices. Treasury recognises the importance of ensuring small businesses are paid on time. E-invoices are paid in accordance with the Australian Government Pay on Time Policy. The results of the survey of Australian Government Payments to Small Businesses are available on the Treasury website at [www.treasury.gov.au](http://www.treasury.gov.au).

Treasury supports the Indigenous Procurement Policy to significantly increase the rate of purchasing from Indigenous enterprises. The 2021–22 financial year targets for the Treasury Portfolio were 143 contracts (volume) and \$12,506,422 (value). For 2021–22, the Treasury Portfolio reported 443 contracts at a value of \$23,231,659.

The portfolio has met its purchasing target set by Government 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 selected and engaged in accordance with the *Public Governance, Performance and Accountability Act 2013*, Commonwealth Procurement Rules and Treasury's internal policies.

During 2021–22, 63 new consultancy contracts were signed involving total actual expenditure of \$5,121,622 (including GST). In addition, 30 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$2,050,868 (including GST). Information on the value of individual contracts and consultancies is available on the AusTender website at [www.tenders.gov.au](http://www.tenders.gov.au).

**Table 19:** Expenditure on reportable consultancy contracts current report period (2021–22)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	63	\$5,121,622
Ongoing contracts entered into during a previous reporting period	30	\$2,050,868
<b>Total</b>	<b>93</b>	<b>\$7,172,490</b>

**Table 20:** Expenditure on reportable non-consultancy contracts current report period (2021–22)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	426	\$68,024,301
Ongoing contracts entered into during a previous reporting period	332	\$43,039,041
<b>Total</b>	<b>758</b>	<b>\$111,063,342</b>

### Part 3 – Management and accountability

**Table 21:** Organisations receiving a share of reportable consultancy contract expenditure current report period (2021–22)

Name of Organisation	ABN	Expenditure \$ (GST inc.)
The Boston Consulting Group	70007347131	\$1,078,000
Finity Consulting Pty Ltd	89111470270	\$670,093
PricewaterhouseCoopers Consulting (Australia) Pty Ltd	20607773295	\$591,765
The University of New South Wales	57195873179	\$551,050
Deloitte Touche Tohmatsu	74490121060	\$500,136

**Table 22:** Organisations receiving a share of reportable consultancy contract expenditure current report period (2021–22)

Name of Organisation	ABN	Expenditure \$ (GST inc.)
Universal McCann	19002966001	\$11,626,832
Ventia Property Pty Ltd	16618028676	\$9,127,788
A23 Pty Ltd	81612329781	\$5,464,634
Deloitte Touche Tohmatsu	74490121060	\$4,867,635
Hays Specialist Recruitment Australia	47001407281	\$3,292,332

# Executive remuneration

## Introduction

The categories of officials covered by the disclosures include:

- key management personnel
- senior executive remuneration
- other highly paid staff.

## Remuneration policies and practices

The Secretary's remuneration is determined by the Remuneration Tribunal.

For SES employees, remuneration and employment conditions are determined under subsection 24(1) of the *Public Service Act 1999*. Determinations are supported by a remuneration model that determines pay levels within each SES classification level based on performance. SES employees are subject to annual performance appraisals. SES employees received a pay increase based on the Wage Price Index – Private Sector on 8 July 2021.

Non-SES employee remuneration and employment conditions are determined under the *Treasury Enterprise Agreement 2018–2021*. In addition, on 5 November 2021 a determination was made under subsection 24(1) of the *Public Service Act 1999* to provide a pay increase for non-SES employees based on the Wage Price Index – Private Sector.

For Treasury employees at overseas posts, Treasury is guided by the conditions of service that are maintained by the Department of Foreign Affairs and Trade.

## Key management personnel

During the reporting period ended 30 June 2022, Treasury had 6 executives who met the definition of key management personnel (KMP). Their names and length of term as KMP are summarised below.

**Table 23:** Key management personnel

<b>Name</b>	<b>Position</b>	<b>Term as KMP</b>
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

Table 24: Key management personnel remuneration

Name	Position title	Short-term benefits			Employment benefits				Total
		Base salary <sup>1</sup>	Bonuses	Other benefits and allowances <sup>2</sup>	Superannuation contributions <sup>3</sup>	Long service leave <sup>4</sup>	Other long-term benefits	Termination benefits	
Dr Steven Kennedy PSM	Secretary	775,193	0	2,736	117,878	(86,312)	0	0	809,496
Roxanne Kelley PSM	Deputy Secretary	416,493	0	2,736	69,412	(23,162)	0	0	465,479
Maryanne Mrakovcic	Deputy Secretary	410,890	0	20,483	63,633	(47,493)	0	0	447,513
Meghan Quinn PSM	Deputy Secretary	416,481	0	2,736	66,117	(15,769)	0	0	469,566
Jennifer Wilkinson PSM	Deputy Secretary	415,744	0	2,736	63,013	(8,891)	0	0	472,601
Luke Yeaman	Deputy Secretary	434,539	0	2,736	69,599	(4,272)	0	0	502,601

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 Notional Employer Contribution Rate and Employer Productivity Superannuation Contribution.
4. Long service leave comprises the amount of leave accrued and taken in the period. The negative balances are due to the impact of the bond rate movements on provision valuations.

## Part 3 – Management and accountability

**Table 25:** Senior executive remuneration

During the reporting period ended 30 June 2022, Treasury had 135 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 <sup>1</sup>	Short-term benefits			Post-employment benefits	Other long-term benefits	Termination benefits	Total
		Average base salary <sup>2</sup>	Average bonuses	Average other benefits and allowances <sup>3</sup>				
\$0 – \$220,000	46	85,232	0	3,942	15,262	(4,874)	0	99,561
\$220,001 – \$245,000	10	208,109	0	584	30,531	(4,966)	0	234,259
\$245,001 – \$270,000	22	219,063	0	4,246	33,050	3,794	0	260,153
\$270,001 – \$295,000	19	240,945	0	1,484	36,698	(2,866)	0	276,262
\$295,001 – \$320,000	10	261,258	0	691	41,169	1,327	0	304,446
\$320,001 – \$345,000	7	291,381	0	1,229	45,320	(4,006)	0	333,924
\$345,001 – \$370,000	8	287,980	0	1,321	52,114	13,731	0	355,146
\$370,001 – \$395,000	3	237,376	0	109,067	35,732	(2,051)	0	380,123
\$395,001 – \$420,000	1	190,770	0	188,237	36,524	881	0	416,412
\$420,001 – \$445,000	2	218,157	0	177,241	37,251	3,013	0	435,661
\$445,001 – \$470,000	2	264,556	0	90,995	39,778	65,522	0	460,851
\$470,001 – \$495,000	1	264,405	0	185,266	49,144	(16,462)	0	482,354
\$495,001 – \$520,000	1	213,973	0	254,022	39,685	(4,300)	0	503,381
\$520,001 – \$545,000	3	268,854	0	89,888	42,302	139,783	0	540,828

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 while on overseas post.
4. Long service leave comprises the amount of leave accrued and taken in the period. The negative balances are due to the impact of the bond rate movements on provision valuations.
5. The table includes the part year impact of senior executives who either commenced or separated during the year.

**Table 26:** Other highly paid staff remuneration

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	Termination benefits	Total
		Average base salary <sup>1</sup>	Average bonuses	Average other benefits and allowances <sup>2</sup>				
\$245,001 - \$270,000	1	234,982	0	0	21,675	0	0	256,657
\$295,001 - \$320,000	2	153,075	0	100,538	25,131	27,455	0	306,200
\$320,001 - \$345,000	1	140,875	0	154,004	27,934	105	0	322,918
\$370,001 - \$395,000	1	347,866	0	0	22,537	4,752	0	375,156
\$520,001 - \$545,000	1	162,180	0	335,809	23,208	(122)	0	521,075

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 while on overseas post.
3. Long service leave comprises the amount of leave accrued and taken in the period. The negative balances are due to the impact of the bond rate movements on provision valuations.

