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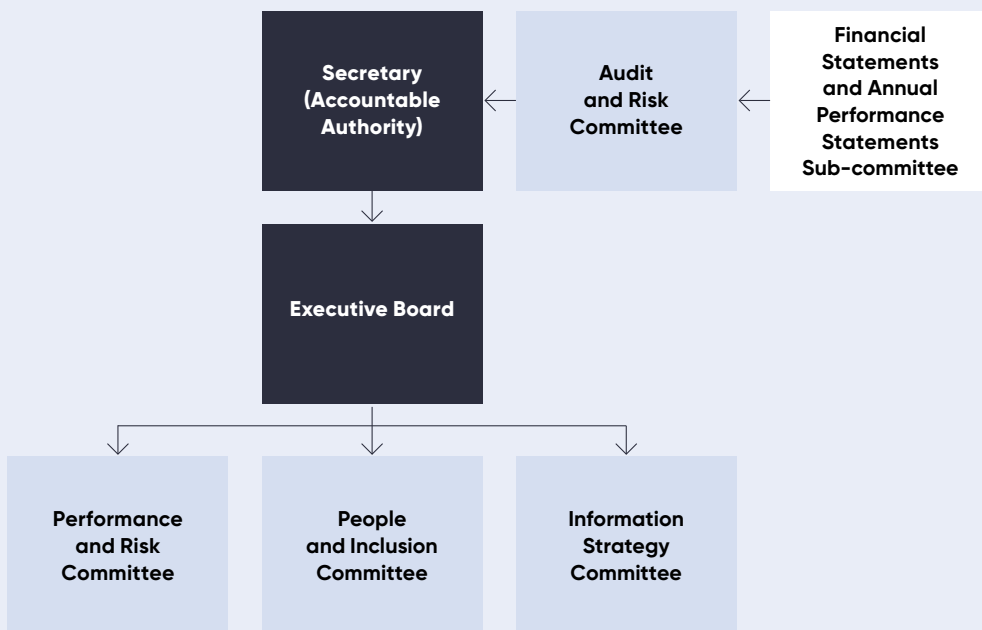
Part 3 – Management and accountability

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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 16: 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 discharge their duties under the *Public Governance, Performance and Accountability Act 2013* and section 57 of the *Public Service Act 1999*.

Performance and Risk Committee

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

People and Inclusion Committee

The People and Inclusion 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 inclusive culture required to deliver on its purpose. The People and Inclusion Committee also has specific responsibilities for work health and safety, and for receiving regular reports from internal consultation forums related to work health and safety and workplace relations.

Information Strategy Committee

The purpose of the Information Strategy Committee is to support and provide governance oversight of department-wide information management related strategic issues and drive digital information innovation.

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 the appropriateness of the department's financial reporting, performance reporting, system of risk oversight and management, and the system of internal control. The Audit and Risk Committee Charter is available on the Treasury website at 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 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 three members – an independent chair and two independent members.

The Audit and Risk Committee met five times in 2022–23 and received regular briefings from Treasury management on priorities, operations and risks, as well as the outcomes of risk and audit activities.

Table 2: Audit and Risk Committee members – qualifications, attendance and remuneration

Audit and Risk Committee members



Don Cross

External Member
 Audit and Risk
 Committee Chair
 Financial Statements
 and Annual
 Performance Statements
 Subcommittee Chair
 Performance and Risk
 Committee Observer

Date of Commencement:
 1 August 2019

Date of Cessation: NA

Attendance: 5/5

Remuneration⁽¹⁾: \$55,729

Qualifications

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

Experience

Mr Cross has a background in financial audit, internal audit, management assurance and performance and program management. He leverages this background, skills and experience as the Chair or as a Member of Audit and Risk Committees for federal government departments and Corporate Commonwealth Entities delivering policy, regulatory and service delivery functions.



Carl Murphy

External Member

Date of Commencement:
2 November 2020

Date of Cessation: NA

Attendance: 5/5

Remuneration^[1]: \$11,437

Qualifications

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

Experience

- Member, Wollongong Council Audit, Risk and Improvement Committee Senior Moderator, The Cranlana Centre for Ethical Leadership Consultancy Practice to government and not-for-profits in governance and organisational change.
- Former Member, Risk and Audit Committee, Department of Infrastructure, Transport, Regional Development and Communications.
- Previously Chief Operating Officer, Department of Infrastructure, Regional Development and Cities.
- First Assistant Secretary, Corporate Services Division, Department of Finance.
- Assistant Secretary, Human Resources, Department of the Environment.
- Head of Human Resources, Medicare Australia.



Carol Lilley

External Member

Date of Commencement:
28 October 2021

Date of Cessation: NA

Attendance: 5/5

Remuneration^[1]: \$45,012

Qualifications

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

Experience

- Independent board director and chair or member of a number 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.

[1] 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.

Consultation committees

Treasury's 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 Health and Safety 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 relating to issues affecting the working environment and employment conditions.

Risk management

In 2022–23 Treasury implemented its new risk management policy and framework, along with supporting tools, in compliance with the updated Commonwealth Risk Management Policy, which came into effect on 1 January 2023. Treasury's risk management policy and framework provide the basis for continued improvement and embedding of our risk management processes.

Our governance arrangements for risk reporting through the Performance and Risk Committee, the independent Audit and Risk Committee, and the Executive Board provide the Secretary with assurance that risk is being appropriately engaged with and managed. Treasury continues to embed our risk management framework and strengthen our maturity and culture.

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 2022–23, Treasury undertook a range of activities to prepare for the National Anti-Corruption Commission beginning operations from 1 July 2023 and broader changes to Commonwealth fraud and corruption requirements. This included updating the fraud and corruption control plan and consulting with relevant enterprise governance committees on the changes.

Treasury reports fraud information annually to the Treasurer and the Australian Institute of Criminology. Treasury's 2022–23 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 internal audit plan is developed by our internal auditors in consultation with the independent Audit and Risk Committee, Performance and Risk Committee, the Executive Board and other key departmental stakeholders, to ensure it reflects our risk profile and assurance concerns.

In 2022–23, our internal audit function delivered compliance, performance, and management-initiated reviews, with a focus on continued maturation of Treasury's performance information arrangements. The program also addressed program governance, economic forecast modelling processes, cyber security, and IT governance.

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*.

During 2022–23 Treasury established an integrity team and protective security and integrity working group, undertook an integrity maturity assessment and progressed work to strengthen its approach, including developing an integrity framework and strengthening information available to staff.

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 2022–23.

External scrutiny

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

External audit

The ANAO tabled one performance audit report involving Treasury during 2022–23.

Auditor-General Report No.39 *Implementation of the Government Response to the Black Economy Taskforce Report*, tabled 19 June 2023, assessed the effectiveness of the implementation of the Government response to the Black Economy Taskforce report. Four recommendations were made to Treasury as a result of the audit. Treasury agreed to three of these recommendations and agreed in part to one.

In January 2022, Treasury was advised that the ANAO would continue the program of work with Treasury's annual performance statements 2022–23. This is the second year that Treasury has been included in the ANAO Annual Performance Statements work program.

The Auditor-General's Report No. 13 of 2022–23: *Audits of the Annual Performance Statements of Australian Government Entities – 2021–22* included the outcomes of the audit of Treasury's annual performance statements for 2021–22. Treasury received an unmodified opinion for the reporting period.

Management of human resources

The People and Organisational Strategy Branch has primary responsibility for Treasury's people system, including strategic workforce planning, performance management, workplace relations, learning and development, inclusion and diversity, recruitment and payroll services.

Performance management

Treasury manages the ongoing development of its employees in a high-performance work culture through the Performance Development System and the Senior Executive Service (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.

Australian Public Service (APS) employees are formally assessed biannually with Executive Level and SES staff having one formal appraisal each year. 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 in addition to a determination made under subsection 24(1) of the *Public Service Act 1999* to provide pay increases in 2021 and 2022. The department occasionally uses individual flexibility arrangements to secure specific expertise or specialist skills critical to business needs. At 30 June 2023, there were two individual flexibility arrangements in place.

Learning and development

In 2022–23, Treasury continued to deliver training programs online and in-person with a focus on enhancing the skills and capability of our staff and building the leadership capabilities of the SES and Executive Level 2 cohort.

Treasury employees continued to supplement their professional development with APS Academy courses and the study assistance program. Employees are also able to access external opportunities, including:

- Sir Roland Wilson Scholarship Program undertaken at the Australian National University
- 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 a workforce initiative for Treasury. Treasury provides graduate opportunities through the Treasury Graduate Development Program and leads the recruitment for the Australian Government Graduate Program 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 2023, 48 participants were accepted into the Program.

Treasury also participates in whole-of-government entry level programs, including the Australian Government Graduate Program Data Stream and Human Resources Stream, and the Career Starter Program (aimed at school leavers) completing a Certificate IV in Government.

Staffing information

At 30 June 2023, Treasury had 1,488 employees, a one per cent decrease from 1,503 employees at 30 June 2022.

The average staffing level across 2022–23 was 1,469.2. Just over half (52 per cent) of Treasury’s workforce are women, 77.7 per cent are 45 years of age or under, 4.6 per cent identify as having a disability and 1.3 per cent identify as Aboriginal and/or Torres Strait Islander.

At 30 June 2023, women comprised 47.3 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 3: All ongoing employees current report period (2022–23)

	Male			Female			Uses other term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	82	2	84	62	16	78	0	0	0	162
Qld	0	0	0	0	0	0	0	0	0	0
SA	1	0	1	0	0	0	0	0	0	1
Tas	0	0	0	0	0	0	0	0	0	0
Vic	51	2	53	45	5	50	0	0	0	103
WA	2	0	2	5	0	5	0	0	0	7
ACT	514	38	552	519	90	609	0	0	0	1,161
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	6	0	6	4	0	4	0	0	0	10
Total	656	42	698	635	111	746	0	0	0	1,444

Part 3 – Management and accountability

Table 4: All ongoing employees previous report period (2021–22)

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

Table 5: All non-ongoing employees current report period (2022–23)

	Male			Female			Uses other term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	2	0	2	0	3	3	0	0	0	5
Qld	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0
Vic	1	0	1	1	0	1	0	0	0	2
WA	0	0	0	0	0	0	0	0	0	0
ACT	5	8	13	12	11	23	0	0	0	36
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	1	0	1	0	0	0	0	0	0	1
Total	9	8	17	13	14	27	0	0	0	44

Table 6: All non-ongoing employees previous report period (2021–22)

	Male			Female			Uses other term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1	1	2	4	1	5	0	0	0	7
Qld	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0
Vic	3	0	3	0	2	2	0	0	0	5
WA	0	0	0	0	0	0	0	0	0	0
ACT	16	8	24	11	3	14	0	0	0	38
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
Total	20	9	29	15	6	21	0	0	0	50

Table 7: Australian Public Service Act ongoing employees current report period (2022–23)

	Male			Female			Uses other term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	2	0	2	4	0	4	0	0	0	6
SES 2	11	3	14	11	0	11	0	0	0	25
SES 1	38	3	41	36	2	38	0	0	0	79
EL 2	104	11	115	112	27	139	0	0	0	254
EL 1	211	16	227	201	40	241	0	0	0	468
APS 6	160	6	166	151	25	176	0	0	0	342
APS 5	65	2	67	66	12	78	0	0	0	145
APS 4	34	1	35	34	4	38	0	0	0	73
APS 3	30	0	30	20	1	21	0	0	0	51
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	1	0	1	0	0	0	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0
Total	656	42	698	635	111	746	0	0	0	1,444

Part 3 – Management and accountability

Table 8: Australian Public Service Act ongoing employees previous report period (2021–22)

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

Table 9: Australian Public Service Act non-ongoing employees current report period (2022–23)

	Male			Female			Uses other term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0
SES 1	2	0	2	0	0	0	0	0	0	2
EL 2	1	1	2	0	1	1	0	0	0	3
EL 1	2	2	4	4	1	5	0	0	0	9
APS 6	2	0	2	2	1	3	0	0	0	5
APS 5	0	1	1	3	2	5	0	0	0	6
APS 4	2	0	2	2	1	3	0	0	0	5
APS 3	0	0	0	0	1	1	0	0	0	1
APS 2	0	4	4	2	7	9	0	0	0	13
APS 1	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total	9	8	17	13	14	27	0	0	0	44

Table 10: Australian Public Service Act non-ongoing employees previous report period (2021–22)

	Male			Female			Uses other term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0
SES 2	1	0	1	0	0	0	0	0	0	1
SES 1	2	0	2	1	0	1	0	0	0	3
EL 2	1	1	2	3	1	4	0	0	0	6
EL 1	2	2	4	0	2	2	0	0	0	6
APS 6	6	1	7	3	0	3	0	0	0	10
APS 5	4	3	7	3	0	3	0	0	0	10
APS 4	1	0	1	4	1	5	0	0	0	6
APS 3	2	0	2	1	0	1	0	0	0	3
APS 2	1	2	3	0	2	2	0	0	0	5
APS1	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total	20	9	29	15	6	21	0	0	0	50

Table 11: Australian Public Service Act employees by full-time and part-time status current report period (2022–23)

	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES 3	6	0	6	0	0	0	6
SES 2	22	3	25	0	0	0	25
SES 1	74	5	79	2	0	2	81
EL 2	216	38	254	1	2	3	257
EL 1	412	56	468	6	3	9	477
APS 6	311	31	342	4	1	5	347
APS 5	131	14	145	3	3	6	151
APS 4	68	5	73	4	1	5	78
APS 3	50	1	51	0	1	1	52
APS 2	1	0	1	2	11	13	14
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	1,291	153	1,444	22	22	44	1,488

Part 3 – Management and accountability

Table 12: Australian Public Service Act employees by full-time and part-time status previous report period (2021–22)

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

Table 13: Australian Public Service Act employment type by location current report period (2022–23)

	Ongoing	Non-Ongoing	Total
NSW	162	5	167
Qld	0	0	0
SA	1	0	1
Tas	0	0	0
Vic	103	2	105
WA	7	0	7
ACT	1,161	36	1,197
NT	0	0	0
External Territories	0	0	0
Overseas	10	1	11
Total	1,444	44	1,488

Table 14: Australian Public Service Act employment type by location previous report period (2021–22)

	Ongoing	Non-Ongoing	Total
NSW	152	7	159
Qld	2	0	2
SA	1	0	1
Tas	0	0	0
Vic	90	5	95
WA	6	0	6
ACT	1,189	38	1,227
NT	0	0	0
External Territories	0	0	0
Overseas	13	0	13
Total	1,453	50	1,503

Table 15: Australian Public Service Act Indigenous employment current report period (2022–23)

	Total
Ongoing	19
Non-Ongoing	0
Total	19

Table 16: Australian Public Service Act Indigenous employment previous report period (2021–22)

	Total
Ongoing	20
Non-Ongoing	0
Total	20

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 three per cent salary increase effective 5 November 2022 in accordance with the *Government's Public Sector Interim Workplace Arrangements 2022*.

Table 17: Australian Public Service Act Employment Salary Ranges by SES classification level (minimum/maximum) current report period (2022–23)

	Minimum salary	Maximum salary
SES 3	\$348,595	\$408,259
SES 2	\$268,992	\$314,841
SES 1	\$219,472	\$255,076

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 three per cent salary increase effective 5 November 2022, through a determination made under subsection 24(1) of the *Public Service Act 1999* and in accordance with the *Government's Public Sector Interim Workplace Arrangements 2022*.

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.

Table 18: Non-SES remuneration by classification level (minimum/maximum) current report period (2022–23)

	Minimum salary	Maximum salary
EL2	\$150,245	\$172,429
EL1	\$123,005	\$141,099
APS6	\$94,300	\$114,243
APS5	\$83,596	\$88,949
APS4	\$74,354	\$78,243
APS3	\$66,570	\$70,457
APS2	\$58,787	\$62,281
APS1	\$51,003	\$55,385
Other	\$0	\$0

Employment arrangements

Table 19: Australian Public Service Act employment arrangements current report period (2022–23)

	SES	Non-SES	Total
Enterprise Agreement	0	1,376	1,376
Section 24(1) Determination	112	0	112
Australian Workplace Agreement	0	0	0
Individual Flexibility Arrangement^{Note}	0	2	2
Total	112	1,376	1,488

Note: Employees with an individual flexibility arrangement in place are employed under Treasury's Enterprise Agreement and included in the 1,376 employees provided in the table for that purpose. The 2 employees with an individual flexibility arrangement are not separately counted for the purposes of the total provided in the table.

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. Treasury'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 [tenders.gov.au](https://www.tenders.gov.au).

Exempt contracts

One contract valued at \$110,000 (inclusive of GST) was exempted by the Secretary from being published on AusTender on the basis that it would disclose exempt matters under the *Freedom of Information Act 1982*.

Australian National Audit Office access clauses

The following contracts valued at \$100,000 or more (including GST) were entered into during 2022–23 and did not have provision for the Auditor-General to access the contractor’s premises.

Table 20: Australian National Audit Office Access contract details 2022–23

Name of contractor	Purpose	Total contract value \$ (GST inc.)	Reason for not including access clauses
Energy Exemplar Pty Ltd	Purchase of modelling software PLEXOS	\$692,996	Standard industry practice to enter into supplier terms and conditions
Elite Event Technology	AV supply, install and operation for the delivery of the Jobs and Skills Summit	\$190,000	Standard industry practice to enter into supplier terms and conditions
FOXTEL Cable Television Pty Ltd	Foxtel Services for Treasury	\$148,800	Standard industry practice to enter into supplier terms and conditions
CCH Australia Pty Ltd	CCH Intelliconnect and CCH Political Alerts	\$198,270	Standard industry practice to enter into supplier terms and conditions
Bureau van Dijk Electronic Publishing Pty Ltd	Bureau van Dijk’s Orbis database subscription	\$182,879	Standard industry practice to enter into supplier terms and conditions
AcronymIT Pty Ltd	Adobe Enterprise Term License Agreement	\$171,417	Standard industry practice to enter into supplier terms and conditions

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

Treasury supports small business participation in the Commonwealth Government procurement market. This includes the mandatory use of the Commonwealth Contracting Suite for 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 [finance.gov.au](https://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 or Pay Interest Policy. The results of the survey of Australian Government Payments to Small Businesses are available on the Treasury website at treasury.gov.au.

Treasury supports the Indigenous Procurement Policy to significantly increase the rate of purchasing from Indigenous enterprises. The portfolio has met its purchasing target set by Government to ensure Indigenous employment and business opportunities continue to grow (for more information, please refer to the National Indigenous Australians Agency website at niaa.gov.au).

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 2022–23, Treasury signed 63 new consultancy contracts involving total actual expenditure of \$5,000,136 (including GST). In addition, 29 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$1,527,978 (including GST).

Information on the value of individual contracts and consultancies is available on the AusTender website at tenders.gov.au.

Table 21: Expenditure on reportable consultancy contracts current report period (2022–23)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	63	\$5,000,136
Ongoing contracts entered into during a previous reporting period	29	\$1,527,978
Total	92	\$6,528,114

Table 22: Expenditure on reportable non-consultancy contracts current report period (2022–23)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	226	\$19,617,601
Ongoing contracts entered into during a previous reporting period	343	\$66,672,720
Total	569	\$86,290,321

Table 23: Organisations receiving a share of reportable consultancy contract expenditure current report period (2022–23)

Name of Organisation	ABN	Expenditure \$ (GST inc.)	Proportion of 2022–23 total spend (%)
PricewaterhouseCoopers Indigenous Consulting Pty Ltd	51165106712	\$925,800	14
Deloitte Touche Tohmatsu	74490121060	\$843,232	13
KPMG	51194660183	\$431,051	7
Paper Giant	76155179534	\$402,237	6
Urbis Pty Ltd	50105256228	\$352,000	5
SAS Institute Australia Pty Ltd	13002287247	\$326,798	5

Table 24: Organisations receiving a share of reportable non-consultancy contract expenditure current report period (2022–23)

Name of Organisation	ABN	Expenditure \$ (GST inc.)	Proportion of 2022–23 total spend (%)
Ventia Property Pty Ltd	16618028676	\$9,948,277	12
Deloitte Touche Tohmatsu	74490121060	\$8,221,013	10
A23 Pty Ltd	81612329781	\$5,162,644	6
Investa Asset Management Pty Ltd	16089301922	\$3,265,101	4
Informatech Pty Ltd	43602931564	\$1,579,979	2

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*. Further information on SES remuneration is available in the section on staffing.

Key management personnel

During the reporting period ended 30 June 2023, Treasury had 11 executives who met the definition of key management personnel. Their names and length of term as key management personnel are summarised in Table 25.

Table 25: Key management personnel

Name	Position	Term as key management personnel
Dr Steven Kennedy PSM	Secretary	Full year
Roxanne Kelley PSM	Deputy Secretary	Full year
Luke Yeaman	Deputy Secretary	Full year
Diane Brown	Deputy Secretary	Part Year
Sam Reinhardt	Deputy Secretary	Part Year
Brenton Philp	Deputy Secretary	Part Year
Victoria Anderson	Deputy Secretary	Full year
Jennifer Wilkinson PSM	Deputy Secretary	Part Year
Meghan Quinn PSM	Deputy Secretary	Part Year
Maryanne Mrakovcic	Deputy Secretary	Part Year
Robert Jeremenko	Acting Deputy Secretary	Part Year

Table 26: Key management personnel remuneration

Name	Position title	Short-term benefits			Post-employment benefits	Long-term benefits		Termination benefits	Total
		Base salary ¹	Bonuses	Other benefits and allowances ²	Superannuation contributions ³	Long service leave ⁴	Other long-term benefits		
Dr Steven Kennedy PSM	Secretary	753,261	0	2,736	118,445	84,331	0	0	958,773
Roxanne Kelley PSM	Deputy Secretary	419,437	0	2,736	76,465	34,979	0	0	533,617
Luke Yeaman	Deputy Secretary	430,056	0	2,736	74,365	22,674	0	0	529,831
Diane Brown	Deputy Secretary	375,453	0	0	56,023	12,743	0	0	444,218
Sam Reinhardt	Deputy Secretary	360,372	0	2,136	66,241	11,088	0	0	439,837
Brenton Philp	Deputy Secretary	143,305	0	300	27,979	2,708	0	0	174,292
Victoria Anderson	Deputy Secretary	343,088	0	2,484	58,243	11,044	0	0	414,859
Jennifer Wilkinson PSM	Deputy Secretary	36,988	0	1,128	6,449	1,180	0	0	45,745
Meghan Quinn PSM	Deputy Secretary	62,199	0	1,236	9,745	1,156	0	0	74,335
Maryanne Mrakovcic	Deputy Secretary	29,457	0	4,024	9,434	1,181	0	0	44,096
Robert Jeremenko	Acting Deputy Secretary	227,063	0	1,896	33,065	12,069	0	0	274,093

1. Base salary includes salary paid and accrued, 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, Public Sector Superannuation accumulation plan (PSSap) and super choice), superannuation includes superannuation contribution amounts. For individuals in a defined benefits scheme (for example, Commonwealth Super Scheme (CSS) and Public Sector Superannuation (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

During the reporting period ended 30 June 2023, Treasury had 147 senior executives. Table 27 provides the average remuneration by band for senior executives during the reporting period.

Table 27: Senior executive remuneration

Total remuneration bands	Number of senior executives ¹	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total
		Average base salary ²	Average bonuses	Average other benefits and allowances ³		Average long service leave ⁴	Average other long-term benefits		
\$0 - \$220,000	59	78,557	0	966	13,585	10,698	0	0	103,789
\$220,001 - \$245,000	4	147,425	0	43,433	31,276	11,289	0	0	233,422
\$245,001 - \$270,000	12	213,031	0	288	34,400	10,211	0	0	257,930
\$270,001 - \$295,000	24	231,508	0	867	36,687	15,091	0	0	284,152
\$295,001 - \$320,000	19	244,341	0	610	41,327	18,768	0	0	305,046
\$320,001 - \$345,000	12	259,992	0	4,966	49,978	17,190	0	0	332,126
\$345,001 - \$370,000	6	280,566	0	436	47,589	29,091	0	0	357,683
\$370,001 - \$395,000	1	174,651	0	0	36,430	5,609	0	171,764	388,453
\$395,001 - \$420,000	2	320,746	0	1,026	54,131	32,141	0	0	408,044
\$420,001 - \$445,000	1	243,482	0	134,017	44,034	15,921	0	0	437,454
\$470,001 - \$495,000	1	259,447	0	185,100	31,208	7,206	0	0	482,960
\$520,001 - \$545,000	1	234,237	0	255,361	33,477	4,697	0	0	527,773
\$570,001 - \$595,000	1	253,761	0	256,503	43,450	19,169	0	0	572,884
\$595,001 - \$620,000	2	268,935	0	271,913	43,533	21,538	0	0	605,919
\$670,001 - \$695,000	2	269,925	0	362,866	40,504	14,692	0	0	687,986

1. Includes acting arrangements greater than 3 months.

2. Base salary includes salary paid and accrued, 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 28 provides the average remuneration by band for other highly paid staff during the reporting period.

Table 28: Other highly paid staff remuneration

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 ¹	Average bonuses	Average other benefits and allowances ²				
\$245,001 – \$270,000	2	217,524	0	772	27,922	5,926	0	252,145
\$345,001 – \$370,000	1	145,838	0	177,356	33,771	8,804	0	365,770
\$370,001 – \$395,000	1	347,859	0	2,662	27,222	7,356	0	385,100
\$395,001 – \$420,000	1	169,246	0	188,623	28,365	15,455	0	401,689
\$420,001 – \$445,000	1	165,546	0	192,909	29,292	42,927	0	430,674
\$470,001 – \$495,000	1	163,838	0	290,510	24,778	11,603	0	490,729
\$545,001 – \$570,000	1	190,542	0	322,132	33,462	12,782	0	558,918

1. Base salary includes salary paid and accrued, 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.

