

Part 3 – Management and accountability

Corporate governance	39
Governance committees	39
Risk management	45
Fraud prevention and control	45
Internal audit arrangements	45
Ethical standards	46
SES remuneration	46
Significant non-compliance issues with relevant finance laws	46
External scrutiny	47
External audit	47
Management of human resources	48
Performance management	48
Workplace relations	48
Learning and development	48
Staffing information	50
Asset management	59
Purchasing	60
Consultants	61
Executive remuneration	62
Introduction	62
Remuneration policies and practices	62
Key management personnel	63
Senior executive remuneration	65
Other highly paid staff	66

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.

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* and the Secretary remains the primary decision maker on all Executive Board considerations.

Health and Safety Committee

The Health and Safety Committee (HSC) assists the Secretary in carrying out his statutory obligations in accordance with the *Work Health and Safety Act 2011*. The HSC 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 (WRC) is Treasury's primary staff consultation body, convened in accordance with the *Treasury Enterprise Agreement 2018-2021*. The WRC undertakes consultation with our officials on issues affecting their working environment and employment conditions.

Inclusive Workplace Committee

The Inclusive Workplace Committee (IWC) is the key body for advancing inclusion and diversity in Treasury. The IWC supports the Executive Board to set and implement the department's strategic direction for inclusion and diversity activities.

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 and ICT strategy.

Audit Committee

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 Audit Committee comprises five members — an independent chair, two independent members and two internal members.

The Audit Committee met six times in 2019-20 and received regular briefings from Treasury's management on our 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.

The table below provides details of the Audit Committee members, their qualifications, attendance and remuneration:

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance at Audit Committee Meetings	Remuneration
Mr Will Laurie	External Chair, Audit Committee External Chair, Financial Statements Sub-Committee	Bachelor of Economics Graduate Diploma in Applied Finance and Investment	Managing Partner, Price Waterhouse and PWC, Canberra (30 years). Chair of various audit and risk committees of the Commonwealth and ACT Governments, including Attorney-General's, Defence, ANAO, ACT Chief Minister's and Treasury (20 years). Private sector board experience in online retailing, property, professional services and not-for-profit education.	13 October 2014	30 September 2019	3 / 3	\$6,468.00 (incl. GST)
Mr Rob Nicholl	External Member	Bachelor of Economics Master of Economics Research fellow in the Department of Economics, University of Tasmania	CEO, Australian Office of Financial Management (since January 2011). Senior executive roles in public and financial policy, and commercial and regulatory experience.	13 July 2015	12 November 2019	3 / 3	*

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance at Audit Committee Meetings	Remuneration
Ms Elizabeth Montano	External Member	Bachelor of Arts / Bachelor of Laws (UNSW) Solicitor admitted NSW and Commonwealth Fellow of the Australian Institute of Company Directors	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.	1 October 2015	-	6 / 6	\$14,041.76 (incl. GST)
			Former CEO in the Commonwealth. Senior financial services lawyer, King & Wood Mallesons.				

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance at Audit Committee Meetings	Remuneration
Ms Lynn Kelly	Internal Member	Bachelor of Economics Master of International Tax	State Director, NSW Treasury. Interim CEO of the Board of Taxation.	2 July 2019	-	6 / 6	*
		Chartered Accountant, Chartered Accountants Australia/New Zealand	Experience in taxation, spanning the public sector, corporate and advisory firms (25 years).				
		Chartered Tax Adviser, Tax Institute of Australia					
Ms Victoria Anderson	Internal Member	Bachelor of Arts / Bachelor of Laws (Hons) Graduate Diploma of Legal Practice	Executive Director, Centre for Population, Treasury. Senior positions in Treasury and the Department of Agriculture, including as Chief Risk Officer and head of the Corporate Governance Branch.	2 July 2019	-	5 / 6	*

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance at Audit Committee Meetings	Remuneration
Mr Don Cross	External Member	Numerous qualifications and professional memberships in accounting, fraud control, business, and auditing.	Chair or member of several audit committees and sub-committees.	1 August 2019	-	2 / 2	\$8,020.79 (incl. GST)
	External Chair, Audit Committee	Fellow of the Institute of Chartered Accountants and a Certified Practising Accountant.	Senior Partner at KPMG and Lead Partner for KPMG's key strategic government accounts.	1 October 2019	-	3 / 3	\$15,345.00 (incl. GST)

Name	Position	Qualifications	Experience	Date of Commencement	Date of Cessation	Attendance at Audit Committee Meetings	Remuneration
Dr Philippa Ryan	External Member	PhD (Law) Master of Education Bachelor of Laws (Hons) Bachelor of Arts	Barrister, NSW Bar. Senior Lecturer 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 and litigation.	1 November 2019	-	3 / 3	\$15,000.00 (excl. GST)

* As employees of the Australian Public Service, remuneration was not applicable.

Risk management

Treasury has established frameworks, tools and plans to support risk management, including the development and delivery of annual communication and capability plans, targeting areas for improvement and identifying actions and measures against these areas.

During 2019-20, Treasury reviewed and updated our enterprise risks and tolerance statements. Treasury's enterprise risks are framed around our purpose in designing and delivering advice that is underpinned by robust modelling, forecasting and engagement. They reflect the uncertainty associated with delivery of the Government's economic agenda and legislative program, and in the activities to support the capability of Treasury's people and systems, and embed a culture of accountability. The Chief Risk Officer (CRO), as part of Treasury's leadership team, supports a strong risk culture where staff are encouraged to engage with risk and opportunity in developing and delivering on our purpose. The CRO is supported by a risk working group including representatives from key corporate and policy areas across the department. As at 30 June 2020, the CRO role was held by Ms Roxanne Kelley, Deputy Secretary, Corporate and Foreign Investment Group. Treasury is reviewing its risk management framework to ensure responsibility for managing risk is embedded across the department.

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 responding to and reporting incidents.

During 2019-20, Treasury reviewed the fraud control and corruption plan and fraud and corruption risk assessment. This included analysis of risks across key business processes and the delivery of policy advice and the Budget. Treasury is using the outcomes of this work to continue to enhance our fraud and corruption control and awareness activities, to ensure our systems, processes and assets are resilient and safe-guarded from misuse.

Treasury has actively considered integrity and fraud risks from the rapid implementation of the Government's economic response to the COVID-19 pandemic, including whole-of-program risks for the Jobkeeper program.

Treasury reports fraud information data annually to the Treasurer and the Australian Institute of Criminology. Treasury's 2019-20 fraud certification can be found in the Letter of Transmittal.

Internal audit arrangements

Internal audit provides independent advice and assurance to the Secretary on the effectiveness of the governance, risk, compliance and performance arrangements, and our financial and operational controls.

Internal audit prepares and delivers 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 2019-20, our internal audit function delivered compliance, framework, performance and management initiated reviews with a focus on corporate performance reporting, governance arrangements, our management of service providers, sensitive information and data, and the design and implementation of controls for a new payments management system.

Ethical standards

As the Government’s pre-eminent 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 APS 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 at *Management of human resources in Part 3 — Management and accountability*.

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 2019-20.

External scrutiny

External audit

The Australian National Audit Office (ANAO) conducts financial statements and performance audits on Treasury. During 2019-20, the ANAO tabled one performance audit report involving Treasury:

Audit Report No. 8 – Management of the Tourist Refund Scheme (published 9 September 2019)

The ANAO's report, including the department's response, is available on the ANAO website.

Management of human resources

The People and Organisational Strategy Division, within Corporate and Foreign Investment Group, 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 is committed to the ongoing development of its employees and a high performance work culture through the Performance Development System (PDS). The objectives of the system include:

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

APS staff levels 1-6 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.

During 2019-20, Treasury staff faced significant workplace disruptions, including bushfires and the COVID-19 pandemic. These events saw a significant portion of our workforce pivot towards flexible work arrangements (including home-based work), be internally redeployed, or undertake new assignments to respond to changing focus and priorities. Our priority was to maintain Treasury's capability in how it responded to these events, and continue to equip staff to be flexible, agile and resilient, while learning new ways of working.

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.

Learning and development

Treasury supports ongoing professional development, and continues to invest in its people to build skills, knowledge and capabilities to meet current and future workforce requirements and to deliver business priorities. A collaborative approach is taken across the department to deliver quality learning outcomes. It is focused on developing targeted and tailored learning and development programs; facilitating on-the-job learning, secondments and exchanges; and delivering flexible and e-learning solutions.

In response to the COVID-19 pandemic, Treasury's learning and development (L&D) program was redirected towards initiatives focused on building our resilience, agility and innovation capabilities. The use of technology was integrated into the delivery of our L&D programs to enable a flexible delivery of and engagement with our L&D offering.

In 2019-20, a total of 992 employees attended a variety of courses including:

- 217 employees participated in a range of diversity programs
- 55 employees participated in economics and policy programs
- 90 employees participated in management programs
- 111 employees participated in onboarding programs.

Treasury staff also completed 2,698 e-Learning programs, of which 1,973 were compliance, 382 were onboarding, 79 were performance development and 24 were diversity training programs.

Treasury continued to facilitate external learning opportunities for employees through which:

- two employees participated in the Institute of Public Administration Australia Future Leaders Program
- two employees are undertaking PhD study at the Australian National University through the Sir Roland Wilson Scholarship Program
- two employees undertook postgraduate level studies with the support of a postgraduate study award
- one employee participated in the Young Leaders Program offered by the Japanese Ministry of Education, Culture, Sports, Science and Technology and the National Graduate Institute for Policy Studies in Tokyo
- three employees took part in the Graduate Colloquium at the Cranlana Centre for Ethical Leadership
- seven employees participated in the Reserve Bank of Australia's Springboard Women's Development Program
- three employees participated in the Australian Taxation Office's EL2 Talent Development Program
- EL1, EL2 and SES employees participated in the National Security College development programs.

Additionally, 39 employees were supported through our studies assistance program to undertake university qualifications and vocational training.

Entry level programs

Treasury's entry level programs remain key recruitment initiatives with 37 participants commencing in February 2020 across three programs. Two participants joined through the Career Starter Program (aimed at school leavers) and two participants joined through the Indigenous Australian Government Development Program, which aims to contribute to improving employment opportunities, experiences and outcomes for Indigenous Australians in the Australian Public Service. The remaining 33 participants joined Treasury's Graduate Development Program – a two year program aimed at recent university graduates. Two participants were recruited through an Indigenous affirmative measures process, further contributing to our Indigenous employee representation. Our 2021 graduate recruitment campaign received 1,120 applications.

Staffing information

At 30 June 2020, Treasury had 1,048 operative employees, an increase from 895 operative employees at 30 June 2019.¹ The corresponding full-time equivalent figure was 1,019. An additional 106 inoperative employees are attached to Treasury.²

The average staffing level across 2019–20 was 926.2.

Treasury's workforce is increasingly diverse. Half (50.1 per cent) of Treasury's operative workforce are women, 77.5 per cent are under 45 years of age, 3.1 per cent identify as having disability and two per cent identify as Aboriginal and/or Torres Strait Islander.

At 30 June 2020, women comprised 43.6 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 established in Sydney, Melbourne, and Perth, and officers posted or deployed overseas.

Table 1: All Ongoing Employees Current Report Period (2019–20)

State	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

1 Figures exclude the Secretary as they are not an employee under the *Public Service Act 1999*.

2 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 2: All Ongoing Employees Previous Report Period (2018–19)

State	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
NSW	15	1	16	17	4	21	-	-	-	37
QLD	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
TAS	-	-	-	-	-	-	-	-	-	-
VIC	10	-	10	6	2	8	-	-	-	18
WA	1	-	1	-	-	-	-	-	-	1
ACT	371	27	398	316	80	396	-	-	-	794
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	4	-	4	4	-	4	-	-	-	8
Total	401	28	429	343	86	429	-	-	-	858

Table 3: All Non-ongoing Employees Current Report Period (2019–20)³

State	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 2020 Treasury has 38 non-ongoing (specific term) employees and two casual employees for a total of 40.

Table 4: All Non-ongoing Employees Previous Report Period (2018–19)⁴

State	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total	
NSW	1	-	1	1	-	1	-	-	-	2
QLD	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
TAS	-	-	-	-	-	-	-	-	-	-
VIC	-	-	-	2	1	3	-	-	-	3
WA	1	-	1	-	1	1	-	-	-	2
ACT	14	5	19	9	2	11	-	-	-	30
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	16	5	21	12	4	16	-	-	-	37

Table 5: Australian Public Service Act Ongoing Employees Current Report Period (2019–20)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total	
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	-	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	-	-	-	1,008

⁴ Non-ongoing data includes two casual employees. That is, at 30 June 2019 Treasury had 35 non-ongoing (specific term) employees and two casual employees for a total of 37.

Table 6: Australian Public Service Act Ongoing Employees Previous Report Period (2018–19)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total	
SES 3	1	-	1	3	-	3	-	-	-	4
SES 2	14	2	16	7	2	9	-	-	-	25
SES 1	29	1	30	21	1	22	-	-	-	52
EL 2	79	13	92	62	26	88	-	-	-	180
EL 1	114	7	121	79	26	105	-	-	-	226
APS 6	65	4	69	91	18	109	-	-	-	178
APS 5	35	1	36	48	9	57	-	-	-	93
APS 4	30	-	30	23	3	26	-	-	-	56
APS 3	34	-	34	9	1	10	-	-	-	44
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total	401	28	429	343	86	429	-	-	-	858

Table 7: Australian Public Service Act Non-ongoing Employees Current Report Period (2019–20)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total	
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

Table 8: Australian Public Service Act Non-ongoing Employees Previous Report Period (2018–19)

Classification	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total	
SES 3	1	-	1	-	-	-	-	-	-	1
SES 2	1	-	1	-	-	-	-	-	-	1
SES 1	1	1	2	-	-	-	-	-	-	2
EL 2	4	1	5	1	1	2	-	-	-	7
EL 1	5	-	5	2	1	3	-	-	-	8
APS 6	-	1	1	2	-	2	-	-	-	3
APS 5	4	-	4	2	2	4	-	-	-	8
APS 4	-	1	1	4	-	4	-	-	-	5
APS 3	-	-	-	1	-	1	-	-	-	1
APS 2	-	1	1	-	-	-	-	-	-	1
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total	16	5	21	12	4	16	-	-	-	37

Table 9: Australian Public Service Act Employees by Full-time and Part-time Status Current Report Period (2019–20)

Classification	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 10: Australian Public Service Act Employees by Full-time and Part-time Status Previous Report Period (2018–19)

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-ongoing	
SES 3	4	-	4	1	-	1	5
SES 2	21	4	25	1	-	1	26
SES 1	50	2	52	1	1	2	54
EL 2	141	39	180	5	2	7	187
EL 1	193	33	226	7	1	8	234
APS 6	156	22	178	2	1	3	181
APS 5	83	10	93	6	2	8	101
APS 4	53	3	56	4	1	5	61
APS 3	43	1	44	1	-	1	45
APS 2	-	-	-	-	1	1	1
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total	744	114	858	28	9	37	895

Table 11: Australian Public Service Act Employment Type by Location Current Report Period (2019–20)

State	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 12: Australian Public Service Act Employment Type by Location Previous Report Period (2018–19)

State	Ongoing	Non-ongoing	Total
NSW	37	2	39
QLD	-	-	-
SA	-	-	-
TAS	-	-	-
VIC	18	3	21
WA	1	2	3
ACT	794	30	824
NT	-	-	-
External Territories	-	-	-
Overseas	8	-	8
Total	858	37	895

Table 13: Australian Public Service Act Indigenous Employment Current Report Period (2019–20)

Employment Type	Total
Ongoing	21
Non-ongoing	-
Total	21

Table 14: Australian Public Service Act Indigenous Employment Previous Report Period (2018–19)

Employment Type	Total
Ongoing	12
Non-ongoing	-
Total	12

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 received a two per cent salary increase on 12 December 2019.

Table 15: Australian Public Service Act Employment Salary Ranges by SES Classification Level (Minimum/Maximum) Current Report Period (2019–20)⁵

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

⁵ SES salary ranges do not include the Secretary as the Secretary's remuneration is determined by the Remuneration Tribunal.

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 two per cent salary increase on 5 November 2019.

Table 16: Australian Public Service Act Employment Salary Ranges by Non-SES Classification Level (Minimum/Maximum) Current Report Period (2019–20)

Classification	Minimum salary	Maximum salary
EL 2	\$140,342	\$161,065
EL 1	\$114,897	\$131,799
APS 6	\$88,084	\$106,714
APS 5	\$78,086	\$83,086
APS 4	\$69,453	\$73,086
APS 3	\$62,182	\$65,814
APS 2	\$54,913	\$58,549
APS 1	\$47,641	\$51,734
Other	\$-	\$-

Employment arrangements

Table 17: Australian Public Service Act Employment Arrangements Current Report Period (2019–20)⁶

Instrument	SES	Non-SES	Total
Enterprise Agreement	-	955	955
Section 24(1) determination	81	-	81
Australian Workplace Agreement	12	-	12
Individual flexibility arrangement	-	-	-
Total	93	955	1,048

⁶ These figures include both ongoing and non-ongoing employees but do not include the Secretary.

Asset management

Management of Treasury's assets is governed by the Accountable Authority's 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 (incl. 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 2019-20 that did not provide for the Auditor-General to have access to the contractor's premises.

Treasury supports small business participation in the Commonwealth Government procurement market.

Participation statistics are available on the Department of Finance website at: www.finance.gov.au.

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).

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 Jobs and Small Business website at: www.employment.gov.au.

Treasury fully supports the Indigenous Procurement Policy and the portfolio has met its purchasing target, set by the Government, to ensure Indigenous employment and business opportunities continue to grow.

Consultants

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

The decision to engage a consultant is made in accordance with the *Public Governance, Performance and Accountability Act 2013*, Commonwealth Procurement Rules and Treasury's internal policies.

During 2019-20, 45 new consultancy contracts were entered into involving total actual expenditure of \$2,471,016 (including GST). In addition, 15 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$908,940 (including GST).

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.

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 may be 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 2020, Treasury had 12 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
Simon Atkinson	Deputy Secretary	Part year - ended 8 November 2019
Matthew Flavel	Deputy Secretary	Part year - ended 17 January 2020
Philip Gaetjens	Secretary	Part year - ended 1 September 2019
Roxanne Kelley PSM	Deputy Secretary	Part year - appointed 16 March 2020
Dr Steven Kennedy PSM	Secretary	Part year - appointed 2 September 2019
Maryanne Mrakovcic	Deputy Secretary	Full year
Meghan Quinn PSM	Deputy Secretary	Full year
Paul Verschuer	Deputy Secretary	Part year - ended 20 March 2020
Damien White	Deputy Secretary	Part year - 24 October 2019 to 18 February 2020
Jennifer Wilkinson	Deputy Secretary	Part year - appointed 28 January 2020
Vicki Wilkinson	Deputy Secretary	Part year - 22 July 2019 to 8 September 2019 and 11 November 2019 to 27 January 2020
Luke Yeaman	Deputy Secretary	Part year - appointed 18 May 2020

In the notes to the financial statements for the period ending 30 June 2020, Treasury disclosed the following KMP expenses:

Note 3.2	2020 \$	2019 \$
Short-term employee benefits	2,882,755	3,065,587
Post-employment benefits	404,108	443,682
Other long-term employee benefits	72,560	129,644
Termination benefits	224,133	-
Total key management personnel remuneration expenses	3,583,556	3,638,913

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

Name ¹	Position title	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration
		Base salary ²	Bonuses	Other benefits and allowances	Superannuation contributions		Long service leave ³	Other long-term benefits		
					\$	\$				
Simon Atkinson	Deputy Secretary	165,950	-	-	25,511	4,409	-	-	195,871	
Matthew Flavel	Deputy Secretary	213,218	-	-	33,530	10,833	-	-	257,580	
Philip Gaetjens	Secretary	126,598	-	-	15,601	20,764	-	-	162,964	
Roxanne Kelley PSM	Deputy Secretary	124,002	-	-	21,276	3,483	-	-	148,761	
Dr Steven Kennedy PSM	Secretary	665,785	-	-	83,462	19,266	-	-	768,513	
Maryanne Mirakovic	Deputy Secretary	413,474	-	17,815	61,455	18,392	-	-	511,136	
Meghan Quinn PSM	Deputy Secretary	403,254	-	-	63,360	13,880	-	-	480,494	
Paul Verschuier	Deputy Secretary	291,353	-	38,097	37,881	(25,130)	-	224,133	566,334	
Damien White	Deputy Secretary	100,269	-	-	15,662	412	-	-	116,343	
Jennifer Wilkinson	Deputy Secretary	177,769	-	-	24,668	5,084	-	-	207,521	
Vicki Wilkinson	Deputy Secretary	96,365	-	-	15,975	367	-	-	112,707	
Luke Yeaman	Deputy Secretary	48,806	-	-	5,726	800	-	-	55,332	
Total		2,826,843	-	55,912	404,108	72,560	-	224,133	3,583,556	

Notes

1. Includes two (2) employees who have acted in a KMP position in excess of three (3) months during the period.
2. Includes the movement in annual leave entitlements during the period and may include higher duties.
3. Excludes bond rate impact on long service leave.

Senior executive remuneration

During the reporting period ended 30 June 2020, Treasury had 123 senior executives. The following table provides the average remuneration by band for senior executives during the reporting period.

Remuneration Band	Number of Senior Executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Average Termination benefits \$	Average Total remuneration ⁵ \$
		Average Base salary ¹ \$	Average Bonuses \$	Average Other benefits and allowances ^{2,3} \$		Average Long service leave ⁴ \$	Average Other long-term benefits \$		
\$0 - \$220,000	42	65,514	-	497	10,520	1,022	-	-	77,553
\$220,001 - \$245,000	7	199,398	-	(146)	30,279	6,630	-	-	236,160
\$245,001 - \$270,000	19	215,382	-	716	31,860	10,526	-	-	258,483
\$270,001 - \$295,000	19	235,332	-	5	34,978	10,885	-	-	281,200
\$295,001 - \$320,000	11	256,891	-	-	38,177	10,635	-	-	305,703
\$320,001 - \$345,000	10	280,786	-	1,276	41,493	8,532	-	-	332,087
\$345,001 - \$370,000	4	299,775	-	-	43,571	12,541	-	-	355,887
\$370,001 - \$395,000	2	301,888	-	5,022	46,627	20,006	-	-	373,543
\$395,001 - \$420,000	1	304,778	-	-	88,323	11,467	-	-	404,568
\$545,001 - \$570,000	1	234,180	-	251,055	38,862	36,988	-	-	561,084
\$570,001 - \$595,000	2	240,140	-	290,163	39,529	7,201	-	-	577,034
\$595,001 - \$620,000	1	206,871	-	376,242	24,765	-	-	-	607,878
\$620,001 - \$645,000	3	236,113	-	349,478	35,918	7,288	-	-	628,798
\$720,001 - \$745,000	1	213,865	-	484,496	30,061	-	-	-	728,423

Notes

1. Includes the movement in annual leave entitlements during the period.
2. Includes, but is not limited to, allowances and benefits received whilst on overseas post.
3. Due to a change made to RMG 138: Commonwealth entities executive remuneration reporting guide for annual reports, Fringe Benefits Tax on benefits that do not result in reportable fringe benefit amounts for employees, including housing benefits provided to staff on overseas posts, is no longer included in the executive remuneration calculation.
4. Excludes 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.

Remuneration Band	Number of other highly paid staff	Short-term benefits			Post-employment benefits	Other long-term benefits			Average Total remuneration \$
		Average Base Salary ¹ \$	Average Bonuses \$	Average benefits and allowances ^{2,3} \$		Average Long service leave ⁴ \$	Average Other long-term benefits \$	Average Termination benefits \$	
		\$445,001 - \$470,000	1	161,222	-	252,578	27,402	5,597	-
\$545,001 - \$570,000	1	167,864	-	348,320	23,997	7,308	-	-	547,490

Notes

1. Includes the movement in annual leave entitlements during the period.
2. Includes, but is not limited to, allowances and benefits received whilst on overseas post.
3. Due to a change made to RMG 138: Commonwealth entities executive remuneration reporting guide for annual reports, Fringe Benefits Tax on benefits that do not result in reportable fringe benefit amounts for employees, including housing benefits provided to staff on overseas posts, is no longer included in the executive remuneration calculation.
4. Excludes bond rate impact on long service leave.

