

The Senate

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Finance and Public Administration  
Legislation Committee

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Annual reports (No. 1 of 2020)

February 2020

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# Table of Contents

<b>Membership of the Committee .....</b>	<b>iii</b>
<b>Acronyms and abbreviations .....</b>	<b>vii</b>
<b>Chapter 1.....</b>	<b>1</b>
Introduction .....	1
Allocated portfolios .....	2
Performance Reporting Framework .....	2
Reports examined .....	5
Reports not examined .....	6
Timeliness.....	7
Bodies which have not presented annual reports to the Parliament.....	9
Annual reports referred to in the Senate.....	9
Assessment of reports.....	9
<b>Chapter 2.....</b>	<b>11</b>
<b>Review of selected reports.....</b>	<b>11</b>
Department of Finance .....	11
Department of the Prime Minister and Cabinet.....	18
Indigenous Business Australia .....	23
National Australia Day Council .....	26
North Queensland Livestock Industry Recovery Agency.....	29
<b>Appendix 1: Dates relating to the presentation of reports between 1 May 2019 and 31 October 2019 .....</b>	<b>33</b>



## Acronyms and abbreviations

ABA	Aboriginals Benefit Account
ANAO	Australian National Audit Office
ATSI	<i>Aboriginal and Torres Strait Islander Act 2005</i>
COAG	Council of Australian Governments
Committee	Senate Finance and Public Administration Legislation Committee
DPM&C	Department of the Prime Minister and Cabinet
Finance	Department of Finance
GBAU	Government Business Analytical Unit
GovPDX	Government Protected Data Exchange
Guidelines	<i>Guidelines for the Presentation of Documents to the Parliament</i>
IBA	Indigenous Business Australia
NADC	National Australia Day Council
NQLIRA	North Queensland Livestock Recovery Agency
PEMS	Parliamentary Expenses Management System
PM&C portfolio	Prime Minister and Cabinet portfolio
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rules 2014
NSBs	Non-statutory bodies
RMG	Department of Finance Resource Management Guide
Review	Independent review into the operations of the <i>Public Governance, Performance and Accountability Act 2013</i> and Rule





# Chapter 1

## Introduction

1.1 The Senate Finance and Public Administration Legislation Committee (the committee) is responsible for examining the annual reports of the parliamentary departments,<sup>1</sup> and the departments and agencies of the Prime Minister and Cabinet Portfolio and the Finance Portfolio.

1.2 This report on annual reports (No. 1 of 2020) provides an overview of the committee's examination of annual reports presented to the Parliament between 1 May 2019 and 31 October 2019.<sup>2</sup> Copies of this and other committee reports can be obtained from the Senate Table Office, the committee secretariat, or [online](#) at the committee's web page.

## Terms of reference

1.3 Under Senate Standing Order 25(20), the annual reports of certain departments and agencies stand referred to committees for examination and assessment. Each committee is required to:

- (a) examine each annual report referred to it and report to the Senate whether the report is apparently satisfactory;
- (b) consider in more detail, and report to the Senate on, each annual report which is not apparently satisfactory, and on the other annual reports which it selects for more detailed consideration;
- (c) investigate and report to the Senate on any lateness in the presentation of annual reports;
- (d) in considering an annual report, take into account any relevant remarks about the report made in debate in the Senate;
- (e) if the committee so determines, consider annual reports of departments and budget-related agencies in conjunction with examination of estimates;
- (f) report on annual reports tabled by 31 October each year by the tenth sitting day of the following year, and on annual reports tabled by 30 April each year by the tenth sitting day after 30 June of that year;

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1 As a matter of comity between the Houses of Parliament, neither House enquires into the operations of the other House. For this reason, neither the annual report of, or the proposed expenditure for, the Department of the House of Representatives is referred to a Senate committee for review.

2 Standing Order 25(20)(f) requires the committee to report on annual reports tabled between 1 May and 31 October by the tenth sitting day of the following year, and report on annual reports tabled between 1 November and 3 April by the tenth sitting day after 30 June of that year.

- (g) draw to the attention of the Senate any significant matters relating to the operations and performance of the bodies furnishing the annual reports; and
- (h) report to the Senate each year whether there are any bodies which do not present annual reports to the Senate and which should present such reports.<sup>3</sup>

### **Allocated portfolios**

1.4 The Senate allocated departments and agencies to committees on 4 July 2019.<sup>4</sup> In accordance with that resolution, the committee has responsibility for the oversight of the following:

- Parliament;
- Prime Minister and Cabinet Portfolio; and
- Finance Portfolio.

### **Performance Reporting Framework**

1.5 The *Public Governance, Performance and Accountability Act 2013* (PGPA Act) established a performance reporting framework for all Commonwealth entities and companies. Section 38 of the PGPA Act requires all Commonwealth entities to measure and assess their performance.

1.6 Section 39 of the PGPA Act requires all Commonwealth entities to prepare an annual performance statement and include those statements in their annual reports. Entities use annual performance statements to report on the results achieved against the targets, goals and measures established at the beginning of a reporting year in the relevant corporate plan and Portfolio Budget Statements (PBS).

1.7 These documents are an essential part of the accountability system that provides the Minister, the Parliament and the public with detailed information about the actual financial and non-financial performance of entities through the cycle of reporting periods, and facilitate the examination of how the use of public resources achieve the intended results for a Commonwealth body.<sup>5</sup>

1.8 The *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) supports the implementation of the PGPA Act and outlines the requirements of annual reports for Commonwealth entities.

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3 The Senate, *Standing Orders and other orders of the Senate*, August 2018, SO 25(20).

4 *Journals of the Senate*, No. 3, 4 July 2019, pp. 83–84.

5 Department of Finance, Resource Management Guide No. 135, *Annual Report for Non-Corporate Commonwealth Entities*, May 2019, p. 7, [https://www.finance.gov.au/sites/default/files/2019-12/RMG%20135\\_Annual\\_reports\\_for\\_non-corporates.pdf](https://www.finance.gov.au/sites/default/files/2019-12/RMG%20135_Annual_reports_for_non-corporates.pdf) (accessed 21 January 2020).

### ***Requirements for Annual Reports***

1.9 Annual reports place a great deal of information about government departments and agencies on the public record. Accordingly, the tabling of annual reports is an important element of accountability to the Parliament, as the information provided in annual reports assists in the effective examination of the performance of departments and agencies, and the administration of government programs.

1.10 Different types of Commonwealth bodies have separate provisions for annual reporting which affect content and preparation requirements. Legislative provisions for Commonwealth bodies include:

- non-corporate Commonwealth entity<sup>6</sup>—section 46 of the PGPA Act and Subdivision A of Division 3A of Part 2-3 of the PGPA Rule;
- corporate Commonwealth entity<sup>7</sup>—section 46 of the PGPA Act and Subdivision B of Division 3A of Part 2-3 of the PGPA Rule;
- Commonwealth company<sup>8</sup>—section 97 of the PGPA Act, which refers to additional requirements under the *Corporations Act 2001* and Part 3–3 of the PGPA Rule;
- statutory office holders and statutory bodies—statutory office holders are engaged or employed under an Act, which may prescribe annual reporting requirements pursuant to the office. It should be noted that there may be reporting requirements in the enabling legislation for statutory bodies (which may also be a Commonwealth entity);<sup>9</sup> and
- Non-statutory bodies (NSBs)—NSBs are established by a Minister and not pursuant to a statute. Guidelines for the preparation of annual reports for NSBs are contained in the government response to the Senate Standing Committee on Finance and Public Administration report on non-statutory bodies.<sup>10</sup>

1.11 In addition to legislative requirements, the Department of Finance (Finance) provides guidance material for Commonwealth entities and companies which sets out

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6 An entity that is legally and financially part of the Commonwealth, and includes departments of state, parliamentary departments, statutory authorities, and listed entities (a body, person, group of persons or organisation that is prescribed by rules made under the *Public Governance, Performance and Accountability Act 2013*).

7 A body corporate that has a separate legal personality from the Commonwealth, and includes statutory authorities. It can act in its own right exercising certain legal rights such as entering into contracts and owning property.

8 A company established by the Commonwealth under the *Corporations Act 2001* that is wholly controlled by the Commonwealth.

9 For example, some Acts that establish statutory bodies have separate reporting requirements under those Acts. For example, section 17 of the *Commonwealth Electoral Act 1918* prescribes specific reporting requirements for the Australian Electoral Commission.

10 *Senate Hansard*, 8 December 1987, pp. 2632–2645.

further detail on the content requirements for annual reports under the Commonwealth performance framework in accordance with the PGPA Act and PGPA Rule.<sup>11</sup> The material available from this website includes the following guides which apply to the reports being examined:

- *Resource Management Guide No. 135—Annual reports for non-corporate Commonwealth entities;*
- *Resource Management Guide No. 136—Annual reports for corporate Commonwealth entities; and*
- *Resource Management Guide No. 137—Annual reports for Commonwealth companies.*

1.12 The committee notes that Finance published updated versions of these guidance documents in May 2019 intended for 2018–19 annual reports, which include implementation steps resulting from the *Independent review into the PGPA Act* (the review).<sup>12</sup>

1.13 Following the review, two amendments to the PGPA Rule were registered on 4 April 2019. These amendments—the Public Governance, Performance and Accountability Amendment (Annual Reporting) Rules 2019 and the Public Governance, Performance and Accountability Amendment (Reporting Executive Remuneration) Rules 2019—affect reporting obligations for entities' and Commonwealth companies' annual reports from the 2018–19 period.

1.14 The amendments expand the Commonwealth entity and company annual reporting requirements in the following ways:

*Public Governance, Performance and Accountability Amendment (Annual Reporting) Rules 2019*

- providing for annual reports to be published using Finance's digital reporting tool as soon as practicable after presentation to the Parliament;
- creating a requirement to report on statistics of all employees of an entity or company (in addition to statistics on Australian Public Service employees of the entity or company); and
- inclusion of compliance index templates for corporate Commonwealth entities and companies, in a structure similar to the existing compliance index for non-corporate Commonwealth entities.<sup>13</sup>

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11 Department of Finance, *List of Resource Management Guides*, <https://www.finance.gov.au/publications/resource-management-guides> (accessed 17 January 2020).

12 The report of this review, the *Independent review into the operation of the Public Governance, Performance and Accountability Act 2013 and Rule* was tabled in both Houses of Parliament on 19 September 2018.

13 Public Governance, Performance and Accountability Amendment (Annual Reporting) Rules 2019, Explanatory Memorandum, pp. 1–4.

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*Public Governance, Performance and Accountability Amendment (Reporting Executive Remuneration) Rules 2019*

- providing for further requirements for Commonwealth entities and companies to report on the details of the remuneration of key management personnel and other senior executives in their annual report;
- establishing further requirements for Commonwealth entities and companies to report on their policies and practices for the remuneration of key management personnel; and
- requiring Commonwealth entities and companies to publish their annual reports on their website as soon as practicable after tabling in either House of Parliament, if required to do so.<sup>14</sup>

1.15 The committee assessed Commonwealth entities' and companies' annual reports for compliance with these new requirements. The committee's assessment is set out in this report.

### **Reports examined**

1.16 In accordance with Standing Order 25(20)(f), this report examines annual reports tabled in the periods 1 May 2019 to 31 October 2019. In these periods, 21 annual reports of Commonwealth entities, companies and statutory office holders were tabled in the Senate and referred to the committee. The annual reports examined in this report are categorised as follows:

#### ***Non-corporate Commonwealth entities***

##### *Parliamentary Departments*

- Department of the Senate—Report for 2018–19
- Department of Parliamentary Services—Report for 2018–19
- Parliamentary Budget Office—Report for 2018–19

##### *Departments of State*

- Department of the Prime Minister and Cabinet—Report for 2018–19
- Department of Finance—Report for 2018–19

##### *Commonwealth Agencies*

- Australian National Audit Office—Report for 2018–19
- Australian Public Service Commission—Report for 2018–19—Incorporating the Report of the Merit Protection Commissioner
- North Queensland Livestock Industry Recovery Agency—Report for 2018–19
- Office of the Official Secretary to the Governor-General—Report for 2018–19

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14 Public Governance, Performance and Accountability Amendment (Reporting Executive Remuneration) Rules 2019, Explanatory Memorandum, pp. 1–11.

- Australian Electoral Commission—Report for 2018–19
- Future Fund Board of Guardians and Future Fund Management Agency—Report for 2018–19
- Independent Parliamentary Expenses Authority—Report for 2018–19

#### ***Corporate Commonwealth Entities***

- Indigenous Business Australia—Report for 2018–19
- Indigenous Land and Sea Corporation—Report for 2018–19
- Old Parliament House (Museum of Australian Democracy)—Report for 2018–19
- Commonwealth Superannuation Corporation—Report for 2018–19

#### ***Commonwealth Companies***

- Aboriginal Hostels Limited—Report for 2018–19
- National Australia Day Council—Report for 2018–19
- ASC Pty Ltd—Report for 2018–19
- Australian Naval Infrastructure Pty Ltd—Report for 2018–19 (*also referred to the Foreign Affairs, Defence and Trade Legislation Committee*)

#### ***Statutory Office Holders***<sup>15</sup>

- Remuneration Tribunal—Report for 2018–19

#### **Reports not examined**

1.17 The committee is not obliged to examine reports on the operation of Acts, policy papers, budget documents or corporate plans. Where a report is referred to two standing committees, the committee has deferred examination of those reports to the committee which has primary oversight of the portfolio where the agency sits. Accordingly, the following documents were also referred to the committee but not examined for the purposes of this report:

#### ***Reports referred in the period 1 May 2019 to 31 October 2019***

- Defence Housing Australia—Report for 2018–19 (*also referred to the Foreign Affairs, Defence and Trade Legislation Committee*)
- Clean Energy Finance Corporation—Report for 2018–19 (*also referred to the Environment and Communications Legislation Committee*)
- Final Budget Outcome 2018–19—Report by the Treasurer and the Minister for Finance, dated September 2019

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15 While statutory office holders are not required to prepare annual reports for presentation to Parliament under the PGPA Act and Rule, such reports that have been tabled and referred to the committee have been examined for the purposes of this report.

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- Indigenous Land and Sea Corporation—National Indigenous Land and Sea Strategy 2019–22
  - *Members of Parliament (Staff) Act 1984*—Report for 2018–19—Report on ministerial consultants engaged
  - Moorebank Intermodal Company Limited—Report for 2018–19 (*also referred to the Rural and Regional Affairs Legislation Committee*)
  - Regional Investment Corporation—Report for 2018–19 (*also referred to the Rural and Regional Affairs Legislation Committee*)
  - Snowy Hydro Limited—Report for 2018–19 (*also referred to the Environment and Communications Legislation Committee*)
  - Western Sydney Airport—Report for 2018–19 (*also referred to the Rural and Regional Affairs and Transport Legislation Committee*)

### **Timeliness**

1.18 Section 46 of the PGPA Act requires Commonwealth entities (corporate and non-corporate) to prepare annual reports and for such reports to be provided to the responsible Minister by the 15<sup>th</sup> day of the fourth month after the end of the reporting period for the entity. The PGPA Act does not provide a timeframe for presentation to the Parliament; however the Minister is obliged to present it within 15 sitting days upon receiving the report.<sup>16</sup>

1.19 Under section 97(2) of the PGPA Act, Commonwealth companies are required to prepare an annual report and provide it to the responsible Minister:

(a) if the company is required by the *Corporations Act 2001* to hold an annual general meeting—the earlier of the following:

- (i) 21 days before the next annual general meeting after the end of the reporting period for the company;
  - (ii) 4 months after the end of the reporting period for the company;
- and

(b) in any other case—4 months after the end of the reporting period for the company; or the end of such further period granted under subsection 34C(5) of the *Acts Interpretation Act 1901*.

1.20 In relation to the tabling of an annual report in the Parliament, subsection 97(5) of the PGPA Act states that:

(5) If the Commonwealth company is a wholly-owned Commonwealth company, or is not required to hold an annual general meeting, the responsible Minister must table the documents in each House of the Parliament as soon as practicable after receiving them. In all other cases, the responsible Minister must table the documents in each House of the Parliament as soon as practicable after the annual general meeting of the company.

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16 *Acts Interpretation Act 1901*, subsection 34C(3).

1.21 The PGPA Rule states that annual reports for corporate Commonwealth entities, non-corporate Commonwealth entities and Commonwealth companies must comply with the guidelines for presenting documents to the Parliament.<sup>17</sup> The *Guidelines for the Presentation of Documents to the Parliament (including Government Documents, Government Responses to Committee Reports and Other Instruments)*, prepared by the Department of the Prime Minister and Cabinet, were superseded by new *Tabling Guidelines* (Tabling Guidelines), which were published in June 2019.

1.22 The Tabling Guidelines direct Commonwealth entities and companies to consult the Finance Resource Management Guides (RMG) for information about the preparation, content and reporting timeframes for annual reports.<sup>18</sup>

### ***Timeliness of reports examined***

1.23 Standing Order 25(20)(c) requires the committee to report to the Senate on the late presentation of annual reports. The committee considers the timely presentation of annual reports to be an important element in accountability to the Parliament and reiterates its preference of having annual reports available to the Parliament before Supplementary Budget Estimates hearings.

1.24 Appendix 1 lists the reports referred to the committee over the reporting period (1 May 2019 to 31 October 2019). The table lists the date each report was:

- submitted to its responsible Minister;
- first sighted by the responsible Minister; and
- tabled (or presented) in both Houses of Parliament.

1.25 The committee notes that all Commonwealth entities submitted their annual reports to the responsible Minister by the prescribed date of 15 October 2019 or by the date set by the entity's relevant enabling legislation. In addition, several of the reports examined did not adhere to best practice advice from the Tabling Guidelines by tabling before the commencement of the committee's Supplementary Budget Estimates hearings on 21 October 2019. These reports include:

- Indigenous Business Australia—Report for 2018–19;
- Indigenous Land and Sea Corporation—Report for 2018–19;
- North Queensland Livestock Industry Recovery Agency—Report for 2018–19; and
- Regional Investment Corporation—Report for 2018–19 (*also referred to the Rural and Regional Affairs and Transport Legislation Committee*).

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17 See Public Governance, Performance and Accountability Rule 2014, sections 17AB, 17BC and 28C.

18 Department of the Prime Minister and Cabinet, *Tabling Guidelines*, June 2019, p. 4.



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1.26 The committee again encourages Commonwealth entities and companies to prepare annual reports in accordance with the timeframe outlined by the PGPA Rule, the PM&C guidelines and the RMG.

### **Bodies which have not presented annual reports to the Parliament**

1.27 Standing order 25(20)(h) requires the committee to report to the Senate on whether there were any bodies that were required but failed to present an annual report to the Senate. The committee notes that all relevant bodies in the portfolios over which the committee has oversight presented annual reports to the Senate.

### **Annual reports referred to in the Senate**

1.28 Under Standing Order 25(20)(d), the committee is required to take into consideration any remarks made in the Senate about each annual report. The committee notes that there were no relevant remarks about tabled annual reports in the Senate for the periods covered in this report.

### **Assessment of reports**

1.29 Standing Order 25(20)(a) requires that the committee to report to the Senate on whether the annual reports referred to it in the relevant period were 'apparently satisfactory'.<sup>19</sup> In assessing these reports, the committee has taken into consideration the role and purpose of annual reports within the Commonwealth performance framework, the legislative requirements for the reports, and guidance for best practice in the Tabling Guidelines and the RMG. The committee considers all reports examined to be 'apparently satisfactory', however, as noted above, continues to encourage Commonwealth bodies to aim for standards of best practice in preparing annual reports.

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19 The Senate, *Standing Orders and other orders of the Senate*, August 2018, SO 25(20)(a).



## Chapter 2

### Review of selected reports

2.1 Standing Order 25(20)(b) provides for the committee to consider selected reports in more detail. The 2018–19 annual reports of the following bodies were selected:

- Department of Finance;
- Department of the Prime Minister and Cabinet;
- Indigenous Business Australia;
- National Australia Day Council; and
- North Queensland Livestock Industry Recovery Agency.

#### Department of Finance

2.2 The Department of Finance (Finance) supports the Australian government to: achieve its fiscal and policy objectives by advising on expenditure, managing sustainable public sector resourcing, driving public sector transformation and delivering efficient, cost-effective services to, and for, Government.<sup>1</sup>

2.3 In 2018–19, the department reported to the following Ministers:

- Senator the Hon Mathias Cormann, Minister for Finance;
- Senator the Hon Zed Seselja, Assistant Minister for Finance, Charities and Electoral Matters;
- the Hon Alex Hawke MP, Special Minister of State (until 29 May 2019); and
- the Hon David Coleman MP, Assistant Minister for Finance (until 28 August 2018).<sup>2</sup>

2.4 Finance's *Annual Report 2018–19* was tabled in both Houses of Parliament on 15 October 2019.<sup>3</sup> In accordance with subsection 35(1) and section 16E of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), Finance's corporate plan for the reporting period is available for review on its website.

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1 Department of Finance, *Annual Report 2018–19*, p. 4.

2 Department of Finance, *Annual Report 2018–19*, p. 2.

3 *House of Representatives Votes and Proceedings*, No. 21, 15 October 2019, p. 322; *Journals of the Senate*, No. 21, 15 October 2019, p. 621.

### **Compliance**

2.5 Finance prepared its annual report under the requirements of the PGPA Act, the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), as well as in accordance with Resource Management Guide (RMG) No. 135.<sup>4</sup> In addition, the department is also required to provide information pursuant to the *Work Health and Safety Act 2011*, the *Environment Protection and Biodiversity Conservation Act 1999* and the *Commonwealth Electoral Act 1918*.<sup>5</sup> The committee found the annual report to be compliant in each of its reporting requirements.

### **Performance**

2.6 Finance's 2018–19 annual report assessed its performance against 26 performance criteria set out in the corporate plan and Portfolio Budget Statements 2018–19 (PBS).<sup>6</sup> The committee found Finance's annual performance statement to be well structured and informative. However, it would have been assisted by the inclusion of a summary table to improve clarity for measuring the results.

2.7 The annual performance statement mapped each performance criterion against its relevant purpose. The department achieved targets for 21 of its 26 performance criteria and substantially achieved the remaining five. The results of each performance criterion in the annual performance statements were accompanied by an analysis, which assisted the committee in measuring the extent to which the department met each performance criterion.

### *Budget papers and related updates*

2.8 In 2018–19 Finance reported that it had 'substantially achieved' its performance criterion to revise to improve the accuracy and timely delivery of Budget papers, Appropriation Bills and related updates.<sup>7</sup> The department's corporate plan for the reporting period provided that this criterion would be assessed according to:

- tabling dates for Budget Papers and Appropriation Bills being recorded in the Hansard;
- program estimates being prepared using the 'best available information to maximise their reliability and accuracy';
- budget papers and updates outlining 'external reporting standards used' and identifying 'any departures from that standard' ; and

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4 Department of Finance, *Annual Report 2018–19*, p. ii; see section 46 of the *Public Governance, Performance and Accountability Act 2013*; chapter 2 of the *Public Governance, Performance and Accountability Rule 2014*.

5 See clause 4 of Part 4 of Schedule 2 of the *Work Health and Safety Act 2011*; section 311A of the *Commonwealth Electoral Act 1918*; and s. 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

6 Department of Finance, *Annual Report 2018–19*, pp. 34–66.

7 Department of Finance, *Annual Report 2018–19*, p. 34.

- explanations for significant differences between estimated expenses and final outcome reported annually.<sup>8</sup>

2.9 During the reporting period, all Budget papers and related material were produced within timeframes and requirements set by the *Charter of Budget Honesty Act 1998*.<sup>9</sup> The results and analyses of this criterion in the annual report's annual performance statement discussed that the criterion was not completely met due to accuracy of the material in two measures:<sup>10</sup>

Measure	Target	Result
Difference between revised estimated expenses at the Mid Year Economic Fiscal Outlook and the Final Budget Outcome	Less than 1.0 per cent	1.1 per cent
Difference between revised estimated expenses at Budget and the Final Budget Outcome	Less than 0.5 per cent	0.6 per cent

#### *Corporate service functions*

2.10 Finance reported that it had 'substantially achieved' its performance criterion to provide corporate service functions to non-corporate Commonwealth agencies through a shared services provider hub arrangement on common platforms and software.<sup>11</sup> The corporate plan provided that this criterion would be assessed through:

- evidence of the uptake of shared service arrangements for non-corporate Commonwealth entities;
- evidence of increased efficiency in delivering corporate service functions within shared services provider hubs; and
- reduction in the number of individual Enterprise Resource Planning systems across Hubs, through coordinated investment in platforms and software.<sup>12</sup>

2.11 The results and analyses of this criterion in the annual report's annual performance statement indicated that the number of agencies participating in the hubs had not 'substantially increased' since the last financial year, but did not provide any supporting statistics.<sup>13</sup> However, available services were extended and 'considerable work' was undertaken to 'modernise the underlying [Enterprise Resource Planning

8 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

9 Department of Finance, *Annual Report 2018–19*, p. 34.

10 Department of Finance, *Annual Report 2018–19*, p. 34.

11 Department of Finance, *Annual Report 2018–19*, p. 40.

12 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

13 Department of Finance, *Annual Report 2018–19*, p. 40

systems]'.<sup>14</sup> The committee notes that the department's previous annual report recorded that 24 agencies were engaged with the hubs in 2017–18, and set a target to have 60 agencies engaged by 30 June 2020.<sup>15</sup>

2.12 In accordance with Finance's target to increase the efficiency of its corporate service functions, in 2018–19 the department identified five hubs with bases which will not be supported from 2025 and will therefore be subject to maintenance premiums.<sup>16</sup> Consequently, the annual report noted that the department assessed alternative solutions, but did not discuss what these solutions were.<sup>17</sup>

2.13 The department also reported that its hubs will begin investing once they move to a new Enterprise Resource Planning system, which will allow them to share assets and avoid costs involved with 'investing separately for the same capability'.<sup>18</sup> The committee looks forward to assessing the progress of Finance's corporate service functions in its next annual report.

#### *Participation in the Data Integration Partnership for Australia*

2.14 Finance indicated that it had 'substantially achieved' its performance criterion to support the department's 'participation in the Data Integration Partnership for Australia' and contribution to increasing 'Commonwealth public sector analytics capability and use of data to inform public policy'.<sup>19</sup> The corporate plan provided that this criterion would be assessed against 'evidence of improved ability to share data between Commonwealth entities' and 'evidence of data analytics contributing to public sector reform'.<sup>20</sup>

2.15 The results and analyses of this criterion in the annual report's annual performance statement showed that Finance worked towards achieving these targets by delivering its prototype Government Protected Data Exchange (GovPDX) solution.<sup>21</sup> The department also established a Government Business Analytical Unit (GBAU) to trial the GovPDX, and prepared for the integration of other agencies and datasets from 1 January 2020.<sup>22</sup> The GBAU demonstrated the platform's capacity to develop longer-term workforce strategies and identify opportunities to optimise capability development through inter-agency staff movement by mapping approximately 50 000 promotions and transfers of staff over a five year period.<sup>23</sup>

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14 Department of Finance, *Annual Report 2018–19*, p. 40.

15 Department of Finance, *Annual Report 2017–18*, p. 35.

16 Department of Finance, *Annual Report 2018–19*, p. 41.

17 Department of Finance, *Annual Report 2018–19*, p. 41.

18 Department of Finance, *Annual Report 2018–19*, p. 41.

19 Department of Finance, *Annual Report 2018–19*, p. 43.

20 Department of Finance, *Annual Report 2018–19*, p. 43.

21 Department of Finance, *Annual Report 2018–19*, p. 43.

22 Department of Finance, *Annual Report 2018–19*, p. 43.

23 Department of Finance, *Annual Report 2018–19*, p. 43.

2.16 As the pilot was still being trialled during the reporting period, it could not be wholly assessed against the corporate plan, which relies on the pilot's completion in order to measure drivers of productivity and efficiency.<sup>24</sup> The committee notes that the dataset was only available to the Secretaries Australian Public Service Reform Committee<sup>25</sup> and looks forward to considering the progress of the GovPDX solution and Finance's broader participation in the Data Integration Partnership for Australia in the department's next annual report.

#### *Access to GovTeams*

2.17 In 2018–19, Finance 'substantially achieved' its performance criterion to provide Commonwealth entities and companies with access to GovTEAMS, which aims to create a 'single environment for both internal and external collaboration across government to improve public sector productivity'.<sup>26</sup> The corporate plan provided that this criterion would be assessed through the platform's successful operations, user adoption rates and the migration of existing Govdex users.<sup>27</sup>

2.18 According to the results and analyses of this criterion in the annual report's annual performance statements, Finance met its target to successfully migrate existing Govdex users as to GovTEAMS.<sup>28</sup> However, the department also reported that the platform had 19 500 registered users by the end of the reporting period,<sup>29</sup> compared to a target of 30 000 set out in the corporate plan.<sup>30</sup>

2.19 Although the annual report noted that GovTEAMS successfully performed 'in a resource constrained and dynamic environment', the department did not meet its expected productivity gains, which reached \$6.6 million compared to an expected \$6.9 million.<sup>31</sup> The annual report did not comment on which entities and companies had access to the platform. The committee looks forward to considering the progress of GovTEAMS in the department's next annual report.

#### *Improving the administration of parliamentary work expenses*

2.20 During 2018–19, Finance continued to work towards improving its capacity to achieve its performance criterion relating to 'the timeliness, efficiency, clarity and

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24 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

25 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

26 Department of Finance, *Annual Report 2018–19*, p. 62.

27 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

28 Department of Finance, *Annual Report 2018–19*, p. 62.

29 Department of Finance, *Annual Report 2018–19*, p. 62.

30 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

31 Department of Finance, *Annual Report 2018–19*, p. 62.

transparency of the administration of parliamentary work expenses'.<sup>32</sup> The corporate plan provided that this criterion would be assessed against the new system being 'developed to deliver parliamentary expenses and service'.<sup>33</sup> As the system had not been fully rolled out, this criterion was recorded as 'substantially achieved' the annual report.<sup>34</sup>

2.21 The corporate plan noted that the system's progress is 'measured continuously and reported annually from quarterly progress reports provided to the Executive Board'.<sup>35</sup> The results and analyses of this criterion in the performance statement in the annual report stated that the Parliamentary Expenses Management System (PEMS) Portal was launched in July 2018, with additional functions introduced over the following five months.<sup>36</sup> PEMS will continue to be implemented in stages 'to assist with the transition and to meet stakeholder expectations'.<sup>37</sup>

2.22 The final stage of PEMS is scheduled for delivery in mid-2020 and will streamline a range of financial operations for parliamentarians and their offices such as processing expenses, payroll and budget management.<sup>38</sup> The online system will also improve reporting and self-service functions.<sup>39</sup>

### ***Financial statements***

2.23 Finance's financial statements were prepared as required by section 42 of the PGPA Act and section 17AD of the PGPA Rule. The independent auditor from the Australian National Audit Office (ANAO) noted three key matters that were significant in his audit of the department's financial statements:

- valuation of the liability for outstanding insurance claims—the balance was found to be significant when compared to Finance's Statement of Financial Position (\$473.7 million as at 30 June 2019);
- valuation of superannuation provisions—the balance was found to be significant when compared to Finance's Administered Schedule of Assets and Liabilities (\$233.1 billion as at 30 June 2019); and
- valuation of properties—the valuation of Finance's land, buildings and investment properties was 'dependent on assumptions that require significant

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32 Department of Finance, *Annual Report 2018–19*, p. 66.

33 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

34 Department of Finance, *Annual Report 2018–19*, p. 66.

35 Department of Finance, *Corporate Plan 2018–19*, <https://www.finance.gov.au/publications/corporate-plan/corporate-plan-2018-19> (accessed 12 February 2020).

36 Department of Finance, *Annual Report 2018–19*, p. 66.

37 Department of Finance, *Annual Report 2018–19*, p. 66.

38 Department of Finance, *Annual Report 2018–19*, p. 66.

39 Department of Finance, *Annual Report 2018–19*, p. 66.



management judgment about capitalisation rates, fair market rents, discount rates and conditions of the use of properties'.<sup>40</sup>

2.24 Finance reported an operating surplus of \$16.5 million in 2018–19, which was assisted by 'favourable gains in the Commonwealth's domestic property portfolio'.<sup>41</sup> However, this amount was significantly lower than the \$126.9 million surplus recorded in the previous financial year due to the number of Comcover insurance claims received during the reporting period.<sup>42</sup>

2.25 In 2018–19, Finance administered four programs on behalf of the Australian government, totalling \$11.7 billion in expenses.<sup>43</sup> A further breakdown of administered expenditure included:

- member benefits for Commonwealth defined benefit superannuation schemes—\$8.4 billion;
- investment funds—\$2.6 billion; and
- ministerial and parliamentary services—\$0.6 billion.<sup>44</sup>

The annual report did not specify which program the remaining \$0.1 billion in expenditure financed.

2.26 In 2018–19, administered assets increased by 25.2 per cent (primarily due to government contributions) and amounted to \$41 billion.<sup>45</sup> Adjustments to the discount rate used to value superannuation liabilities resulted in a \$50 billion increase from the previous financial year to total \$235.5 billion.<sup>46</sup> The department also received \$2.6 billion in administered income, which included \$1.2 billion of superannuation contributions and \$1.3 billion of interest, dividends and distribution and gains from investment funds.<sup>47</sup>

### ***Committee view***

2.27 The committee found Finance's annual report to be well-presented and informative. The report met each of its requirements under the relevant legislation. For the purposes of its report to the Senate, the committee considers the department's annual report to be 'apparently satisfactory'.

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40 Department of Finance, *Annual Report 2018–19*, pp. 112–115.

41 Department of Finance, *Annual Report 2018–19*, p. ii.

42 Department of Finance, *Annual Report 2018–19*, p. 70.

43 Department of Finance, *Annual Report 2018–19*, p. 70.

44 Department of Finance, *Annual Report 2018–19*, p. 70.

45 Department of Finance, *Annual Report 2018–19*, p. 70.

46 Department of Finance, *Annual Report 2018–19*, p. 70.

47 Department of Finance, *Annual Report 2018–19*, p. 70.

## Department of the Prime Minister and Cabinet

2.28 The Department of the Prime Minister and Cabinet (DPM&C) provides advice and support to the Prime Minister, the Cabinet and portfolio ministers to coordinate the development and implementation of government policies.<sup>48</sup> In 2018–19, the department reported to the following Ministers:

- the Hon Scott Morrison MP, Prime Minister and Minister for the Public Service;
- Senator the Hon Marise Payne, Minister for Women;
- the Hon Ken Wyatt AM MP, Minister for Indigenous Australians;
- the Hon Greg Hunt MP, Minister Assisting the Prime Minister for the Public Service and Cabinet; and
- the Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet.<sup>49</sup>

2.29 DPM&C's *Annual Report 2018–19* was tabled in the House of Representatives on 17 October 2019 and the Senate on 11 November 2019.<sup>50</sup>

2.30 In accordance with subsection 35(1) and section 16E of the PGPA Act, DPM&C's 2018–22 corporate plan is available for review on its website. The corporate plan and annual report recorded DPM&C's three core purposes as being to support the Prime Minister, the Cabinet and portfolio ministers; to 'provide advice on major domestic policy, national security and international matters' and; to 'improve the lives of Indigenous Australians'.<sup>51</sup>

### **Compliance**

2.31 DPM&C prepared its annual report under the requirements of the PGPA Act, the PGPA Rule, as well as in accordance with RMG No. 135.<sup>52</sup> In addition, the department is also required to provide information required by the *Work Health and Safety Act 2011*, the *Environment Protection and Biodiversity Conservation Act 1999* and the *Commonwealth Electoral Act 1918*.<sup>53</sup> The committee found the department's annual report to be compliant in each of its reporting requirements.

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48 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 11.

49 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 18–19.

50 *House of Representatives Votes and Proceedings*, No. 20, 14 October 2019, p. 302; *Journals of the Senate*, No. 24, 11 November 2019, p. 727.

51 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 11.

52 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. ii; see section 46 of the *Public Governance, Performance and Accountability Act 2013*; chapter 2 of the Public Governance, Performance and Accountability Rule 2014.

53 See clause 4 of Part 4 of Schedule 2 of the *Work Health and Safety Act 2011*; section 311A of the *Commonwealth Electoral Act 1918*; and s. 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

## *Performance*

2.32 DPM&C's 2018–19 annual report assessed its performance against five performance criteria set by the 2018–22 corporate plan and ten criteria prescribed by the PBS.<sup>54</sup> The committee found the department's annual performance statement to be well structured and informative.

2.33 The annual performance statement mapped each performance criterion against the department's three core purposes. The results for each performance criterion were accompanied by case studies, which detailed the department's activities, and demonstrated the extent to which DPM&C tangibly achieved its performance targets. The committee found the use of case studies to greatly assist its assessment of the department's overall performance.

2.34 DPM&C achieved targets for 11 of its 15 performance criteria and substantially achieved targets for the remaining four (Criterion 2.2, 3.1, 3.4 and 3.6).<sup>55</sup>

### *Stop violence against women and increase economic security (Criterion 2.2)*

2.35 DPM&C partially met its target for Criterion 2.2 under its second purpose—providing advice. The department reported its efforts to meet this target were supported by the delivery of the Commonwealth's contribution to the *Fourth Action Plan of the National Plan to Reduce Violence against Women and their Children 2010–22* as well as the Women's Economic Security Statement, driven by the Office for Women. The target was not completely achieved due to a failure to meet the target for the timeliness of advice, with only 78 per cent of advice provided in a timely manner against its 85 percent target.<sup>56</sup>

### *Accelerate economic and education opportunities for Aboriginal and Torres Strait Islander peoples (Criterion 3.1)*

2.36 Three of the eight performance criteria under DPM&C's third purpose—improving the lives of Indigenous Australians—did not meet their relevant nominated targets. The annual report listed three target measures for Criterion 3.1:

- for the Australian government to rely on the department's advice;
- to provide timely, high quality advice; and
- for stakeholders to capitalise on the department's perspective to best deliver priorities.<sup>57</sup>

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54 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 25.

55 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 26–27.

56 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 48.

57 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 61.

2.37 Although this criterion was recorded as being 'substantially achieved', analysis for this criterion reported that the department achieved '88 per cent against a target of 85 per cent for timeliness of advice', but it did not comment on how DPM&C met or failed to meet the other two targets.<sup>58</sup>

*Indigenous Advancement Strategy activities contribute towards reduced levels of offending, violence and substance abuse (Criterion 3.4)*

2.38 Sixty-eight per cent of activities contributing towards reduced levels of offending, violence and substance abuse under the Indigenous Advancement Strategy funded by DPM&C achieved their primary outcome performance indicators for Criterion 3.4, compared to a target of 70 per cent.<sup>59</sup> The annual report summarised the impacts of the department's work in accordance with this criterion in a case study of the *Youth Through-Care Model*, which assists Aboriginal and Torres Strait Islander young people to leave detention and return to their families without reoffending.<sup>60</sup>

2.39 DPM&C worked closely with young offenders, indigenous organisations, indigenous communities and Elders, existing service providers, as well as government entities and justice agencies across the Northern Territory, Queensland and Victoria to develop a 'culturally competent approach' to the model.<sup>61</sup> The Indigenous Affairs Minister committed \$10.6 million over three years to 2019–20 for the model's design, trial and evaluation, which entered its implementation phase in April 2019 after receiving endorsement from key partners and stakeholders.<sup>62</sup> A two year trial of the model is due to conclude in June 2021 and is monitored by 'appropriate feedback mechanisms' cleared by the Institute of Aboriginal and Torres Strait Islander Studies.<sup>63</sup>

*Indigenous Advancement Strategy activities invest in local solutions (Criterion 3.6)*

2.40 Sixty-seven per cent of activities investing in local solutions under the Indigenous Advancement Strategy funded by DPM&C achieved their primary outcome target for Criterion 3.6, compared to a target of 70 per cent.<sup>64</sup> The annual report summarised the impacts of the department's work in accordance with this criterion in a case study of place-based practice in Yarrabah, which aims to support the development of 'in-depth knowledge and understanding of the place' and build 'connections and relationships within the community'.<sup>65</sup>

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58 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 61.

59 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 71.

60 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 71–72.

61 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 72.

62 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 72.

63 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 72.

64 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 77.

65 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 77–78.

2.41 DPM&C also supported the Yarrabah Leaders Forum (YLF), a 'local decision-making group' to ensure that the department's engagement and investments 'are gauged to complement the community's priorities'.<sup>66</sup> The department worked closely with the YLF, key leaders and service providers to respond to the community's needs. This engagement led to the local implementation of the Remote School Attendance Strategy, which commenced in Term 4 2018 with the aim to increase attendance rates of children at remote schools in the region.<sup>67</sup>

### ***Financial statements***

2.42 DPM&C's annual report included financial statements for the department and the Aboriginals Benefit Account (ABA). Both statements received unqualified assurance reports from the ANAO.

#### *Department of Prime Minister and Cabinet*

2.43 DPM&C's financial statements were prepared as required by section 42 of the PGPA Act and section 17AD of the PGPA Rule. In 2018–19, the department administered seven programs on behalf of the Australian government during the reporting period, amounting to \$1705.6 million, which primarily comprised grant payments (\$1281.9 million).<sup>68</sup> A further breakdown of administered expenditure included:

- Indigenous Affairs programs—\$1576 million;
- corporate Commonwealth entities and companies—\$111.1 million; and
- support and coordination of government activities—\$18.5 million, including \$4.8 million for the Office for Women.<sup>69</sup>

2.44 Administered assets decreased from \$5288.1 million in 2017–18<sup>70</sup> to \$3619.7 million in 2018–19 due to the move of the Aboriginal and Torres Strait Islander Land Account and Sea Future Fund into the Finance portfolio.<sup>71</sup>

2.45 The department also reported an operating deficit of \$26.9 million for 2018–19, which was revised as an operating surplus of \$0.3 million after adjustments.<sup>72</sup> Departmental expenses amounted to \$455.5 million in 2018–19, which primarily comprised of employee benefits, supplier costs, depreciation and amortisation,<sup>73</sup> compared to \$473.4 million in 2017–18.<sup>74</sup> The department explained

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66 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 77–78.

67 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 77–78.

68 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 114.

69 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 114.

70 Department of the Prime Minister and Cabinet, *Annual Report 2017–18*, p. 134.

71 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 114.

72 Adjustments for unfunded depreciation and amortisation expenses, non-cash asset write-downs and impairments, Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 116.

73 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 116.

that the decrease in expenses was the result of ceased taskforces and reduced contractor costs.<sup>75</sup>

### *Aboriginals Benefit Account*

2.46 ABA's financial statements were prepared in accordance with section 64B of the *Aboriginal Land Rights (Northern Territory) Act 1976*, which requires financial statements to be prepared as per section 42 of the PGPA Act.<sup>76</sup> The Minister for Finance exempted the ABA from sections 9, 32 and 33 of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* owing to its status as a special account for the purposes of the PGPA Act. This exemption will stand for the duration the account maintains its current practice and has no additional appropriation transactions and balance.<sup>77</sup> The account is overseen by the Minister for Indigenous Affairs, the Hon Ken Wyatt AM MP.

2.47 Appendix A of DPM&C's annual report detailed ABA's financial performance.<sup>78</sup> Total income for the ABA increased from \$364 million in 2017–18 to \$457 million in 2018–19, while expenses also increased from \$183 million in 2017–18 to \$208 million in 2018–19.<sup>79</sup> The ABA reported that these results reflected 'positive market conditions such as commodity prices, exchange rates and world demand', which therefore improved royalty receipts and the account's overall financial position.<sup>80</sup>

### *Other matters*

2.48 In September 2018, Comcare issued DPM&C with an improvement notice to address a number of psychological workplace health and safety risks.<sup>81</sup> The department responded quickly and complied with all directions within one month of receiving the notice.<sup>82</sup> Shortly after, DPM&C launched its Workplace Health and Safety Commitment statement, which reaffirmed its commitment to building a safe and healthy workplace.<sup>83</sup> In 2018–19, the department also launched an online training program to improve employees' understanding of mental health issues and delivered several campaigns to increase participation in wellbeing initiatives such as National Safe Work Month and Mental Health Awareness week.<sup>84</sup>

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74 Department of the Prime Minister and Cabinet, *Annual Report 2017–18*, p. 136.

75 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 116.

76 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 188.

77 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 188.

78 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 209–216.

79 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 211.

80 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 210.

81 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 111–112.

82 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, pp. 111–112.

83 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 111.

84 Department of the Prime Minister and Cabinet, *Annual Report 2018–19*, p. 111.

2.49 DPM&C's annual report also discussed the performance of the ABA (in Appendix A) and the Registrar of Indigenous Corporations (in Appendix B). The appendices provided a useful summary of each entity's activities during the reporting period, including statistics on revenue, expenditure and staffing.

### ***Committee view***

2.50 The committee found DPM&C's annual report to be well-structure, well-presented and informative. The report met each of its requirements under the relevant legislation. For the purposes of its report to the Senate, the committee considers the DPM&C's annual report to be 'apparently satisfactory'.

### **Indigenous Business Australia**

2.51 Indigenous Business Australia (IBA) is a corporate Commonwealth entity established under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act) as part of the Prime Minister and Cabinet portfolio (PM&C portfolio). In 2018–19, the IBA reported to the Minister for Indigenous Australians, the Hon Ken Wyatt AM MP.

2.52 IBA's *Annual Report 2018–19* was tabled in the House of Representatives on 21 October 2019 and in the Senate on 11 November 2019.<sup>85</sup> In accordance with subsection 35(1) and section 16E of the PGPA Act, IBA published its 2018–19 corporate plan on its website on 31 August 2018.

2.53 IBA's core mission is to 'assist and enhance Aboriginal and Torres Strait Islander self-management and economic self-sufficiency, and to advance the commercial and economic interests of Aboriginal and Torres Strait Islander people' by investing in 'people, places and ideas'.<sup>86</sup>

### ***Compliance***

2.54 IBA prepared its annual report under the requirements of the PGPA Act, PGPA Rule and the ATSI Act,<sup>87</sup> as well as in accordance with RMG No. 136. In addition, the agency was also required to provide information pursuant to the *Work Health and Safety Act 2011*, the *Environment Protection and Biodiversity Conservation Act 1999* and the *Commonwealth Electoral Act 1918*.<sup>88</sup> The committee found IBA's annual report to be compliant in each of its reporting requirements.

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85 *House of Representatives Votes and Proceedings*, No. 24, 21 October 2019, p. 365; *Journals of the Senate*, No. 24, 11 November 2019, p. 728.

86 Indigenous Business Australia, *Annual Report 2018–19*, p. 3.

87 Indigenous Business Australia, *Annual Report 2018–19*, p. 12; see section 46 of the *Public Governance, Performance and Accountability Act 2013*; chapter 2 of the Public Governance, Performance and Accountability Rule 2014.

88 See clause 4 of Part 4 of Schedule 2 of the *Work Health and Safety Act 2011*; section 311A of the *Commonwealth Electoral Act 1918*; and s. 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

## ***Performance***

2.55 IBA has one portfolio outcome to improve 'wealth acquisition to support the economic independence of Aboriginal and Torres Strait Islander people through commercial enterprise, asset acquisition and access to concessional business and home finance'.<sup>89</sup> This outcome is supported by the IBA's functions as prescribed by the ATSI Act:

- to engage in commercial activities;
- to promote and encourage Aboriginal and Torres Strait Islander self-management and economic self-sufficiency; and
- such other functions as are conferred by the [ATSI].<sup>90</sup>

2.56 IBA fulfilled its functions and delivered services according to its portfolio outcome during the 2018–19 reporting period through activities facilitated by its Housing, Business and Investment and Asset Management divisions.<sup>91</sup>

2.57 In 2018–19, IBA's Housing Solutions program made 'home ownership a reality for 688 Indigenous families', including 77 remote or very remote families.<sup>92</sup> Of the 312 home loans provided during the reporting period, 96 per cent assisted first home buyers and 93 per cent assisted low income earners.<sup>93</sup>

2.58 IBA's Business Solutions team approved 343 instances of business finance for 206 customers with total commitments of \$48 million during the financial year.<sup>94</sup> These results reflected a small decrease when compared to the previous reporting period, which recorded 363 instances of finance (\$51.1 million).<sup>95</sup> The 2018–19 annual report did not outline reasons for this variation. IBA also provided 70 start-up finance packages (\$5.1 million)<sup>96</sup>; ten more than recorded in the previous reporting period.<sup>97</sup>

2.59 In addition to loans and grants, IBA connected with its customers and stakeholders by facilitating 79 workshops and providing 639 business supports to assist customers build their business capabilities.<sup>98</sup> IBA also held its first youth conference, Futures Forum, for young Aboriginal and Torres Strait Islander leaders

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89 Indigenous Business Australia, *Annual Report 2018–19*, p. 12.

90 *Aboriginal and Torres Strait Islander Act 2005*, s. 147.

91 Indigenous Business Australia, *Annual Report 2018–19*, p. 12.

92 Indigenous Business Australia, *Annual Report 2018–19*, p. 44.

93 Indigenous Business Australia, *Annual Report 2018–19*, p. 14.

94 Indigenous Business Australia, *Annual Report 2018–19*, p. 16.

95 Indigenous Business Australia, *Annual Report 2017–18*, p. 46.

96 Indigenous Business Australia, *Annual Report 2018–19*, p. 16.

97 Indigenous Business Australia, *Annual Report 2017–18*, p. 46.

98 Indigenous Business Australia, *Annual Report 2018–19*, p. 50.



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and established the Strong Women Strong Business online mentoring network, which connected 1300 Indigenous business women.<sup>99</sup>

2.60 In 2018–19, IBA's Investment and Asset Management Program continued to support 'Indigenous Australians to accumulate wealth, develop their capacity to participate in Australia's economy, create jobs, increase training and skills development, and supply goods and services' across a variety of sectors and locations.<sup>100</sup> Products such as IBA's Investment and Asset Management Trust and the Indigenous Prosperity Fund improved accessibility for Aboriginal and Torres Strait Islander groups to access investment opportunities.<sup>101</sup> IBA also generated a 7.7 per cent financial return for its indigenous partners and investors.<sup>102</sup>

2.61 IBA's 2018–19 annual report clearly outlined its key performance indicators, enabling the reader to measure and assess its performance against the corporate plan. IBA met 11 of its 13 performance indicators, but failed to achieve its portfolio value of business finance products target.<sup>103</sup> IBA partially met its indicator relating to the survivability of indigenous businesses as only 54 per cent of businesses with one to four employees met or exceeded the survival rate compared to its target of 69 per cent.<sup>104</sup>

### ***Financial statements***

2.62 IBA's annual report included financial statements, which were prepared as required by section 42 of the PGPA Act, and in accordance with section 17AD of the PGPA Rule and *Australian Accounting Standards—Reduced Disclosure Requirements*.<sup>105</sup> The financial statements received an unqualified assurance report from the ANAO.

2.63 IBA is primarily funded by grants and appropriation revenue from the Commonwealth as well as its own self-generated revenue.<sup>106</sup> In 2018–19, IBA lent and invested more than \$320 million through its 'home, business and investment products and services'.<sup>107</sup> Despite income decreasing by \$13.4 million, IBA achieved a \$43 million consolidated statutory surplus.<sup>108</sup> IBA explains that decreased income was predominantly the result of the Business Development Program Northern Territory

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99 Indigenous Business Australia, *Annual Report 2018–19*, p. 50.

100 Indigenous Business Australia, *Annual Report 2018–19*, p. 58.

101 Indigenous Business Australia, *Annual Report 2018–19*, p. 58.

102 Indigenous Business Australia, *Annual Report 2018–19*, p. 58.

103 Indigenous Business Australia, *Annual Report 2018–19*, pp. 15–22.

104 Indigenous Business Australia, *Annual Report 2018–19*, pp. 15–22.

105 Indigenous Business Australia, *Annual Report 2018–19*, p. 107.

106 Indigenous Business Australia, *Annual Report 2018–19*, p. 96.

107 Indigenous Business Australia, *Annual Report 2018–19*, p. 6.

108 Indigenous Business Australia, *Annual Report 2018–19*, p. 94.

Grant (\$3 million) and the Performance Bond Trust (\$10 million) being recognised in the statements for the previous financial year.<sup>109</sup>

2.64 IBA's annual report delivered a useful overview of the agency's financial performance. It also provided clear commentary for significant variances between its original budget estimates and actual financial results, which mainly pertained to changes to its accounting policy.<sup>110</sup>

### **Committee view**

2.65 The committee found the IBA annual report to be well-structure, well-presented and informative. The report met each of its requirements under the relevant legislation. For the purposes of its report to the Senate, the committee considers the IBA annual report to be 'apparently satisfactory'.

### **National Australia Day Council**

2.66 The National Australia Day Council (NADC) is a Commonwealth company<sup>111</sup> incorporated under the *Corporations Act 2001*. As part of the PM&C portfolio, the NADC reported to the Assistant Minister to the Prime Minister in 2018–19.<sup>112</sup> The Assistant Ministers during the reporting period were:

- Senator the Hon James McGrath (from 1 July 2018 to 28 August 2018);
- the Hon Steve Irons MP (from 28 August 2019 to 29 May 2019); and
- the Hon Ben Morton MP (from 29 May 2019).

2.67 The NADC's *Annual Report 2018–19* was tabled in both Houses of Parliament on 14 October 2019.<sup>113</sup> In accordance with section 95 of the PGPA Act, the NADC also published a corporate plan on its website. The corporate plan for the 2018–19 reporting period was the *National Australia Day Council Corporate Plan 2019–22*, which was published on 31 August 2018.<sup>114</sup>

2.68 The core mission of the NADC, as described in its annual report, is to 'help build national pride and unity', achieving this mission through its coordination of Australia Day events and the Australian of the Year Awards.<sup>115</sup>

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109 Indigenous Business Australia, *Annual Report 2018–19*, p. 94.

110 Indigenous Business Australia, *Annual Report 2018–19*, p. 115.

111 Subsection 89(1) of the *Public Governance, Performance and Accountability Act 2013*.

112 National Australia Day Council, *Annual Report 2018–19*, p. 13.

113 *House of Representatives Votes and Proceedings*, No. 23, 17 October 2019, p. 356; *Journals of the Senate*, No. 20, 14 October 2019, p. 584.

114 The National Australia Day Council's previous corporate plans are not available on its website.

115 National Australia Day Council, *Annual Report 2018–19*, p. 5.

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## Compliance

2.69 As outlined in Chapter 1 of this report, Commonwealth agencies and companies report under the enhanced Commonwealth performance framework. The committee commented on the NADC's utilisation of the enhanced Commonwealth performance framework in its previous *Report on Annual Reports No. 1 and No. 2*, which tabled in July 2019.

2.70 Under this framework the NADC is not obliged to prepare annual performance statements; however it is required to publish a corporate plan, which is available online.<sup>116</sup> The committee notes that no previous corporate plans for the NADC are available to view online.<sup>117</sup> This makes it difficult for the committee and interested persons to compare performance and corporate direction over periods and to holistically assess the company within the enhanced Commonwealth performance framework. The committee highlights its preference that Commonwealth entities and companies maintain past corporate plans on their websites to assist in accounting for the long-term performance of a Commonwealth body.

2.71 In addition, the NADC provided minimal discussion about its corporate plan in the annual report. Without the requirement to prepare and provide annual performance statements, it is in the discretion of Commonwealth companies to report on performance measured against key performance indicators as described in their corporate plan.

2.72 As a Commonwealth-controlled company, the NADC prepares its annual report consistent with the requirements of the *Corporations Act 2001*, PGPA Act, PGPA Rule, *Work Health and Safety Act 2011* and *Environment Protection and Biodiversity Conservation Act 1999*.<sup>118</sup> The NADC should also utilise RMG No. 137 to compile its report. The committee found NADC's annual report to be broadly compliant in each of its reporting requirements. The report also included a statement on risk management for the safety of employees of the NADC.<sup>119</sup>

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116 National Australia Day Council, *About the National Australia Day Council*, <https://www.australiaday.org.au/nadc/about-the-nadc/> (accessed 5 February 2020).

117 National Australia Day Council, *About the National Australia Day Council*, <https://www.australiaday.org.au/nadc/about-the-nadc/> (accessed 5 February 2020).

118 See chapter 2M of the *Corporations Act 2001*; section 97 of the *Public Governance, Performance and Accountability Act 2011*; chapter 3 of the *Public Governance, Performance and Accountability Rule 2014*; clause 4 of Part 4 of Schedule 2 of the *Work Health and Safety Act 2011*; section 311A of the *Commonwealth Electoral Act 1918*; and section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

119 National Australia Day Council, *Annual Report 2018–19*, p. 13.

### ***Performance***

- 2.73 The NADC's performance drivers in its 2019–22 corporate plan included:
- maintaining awareness of the Australian of the Year Awards at 51 per cent;
  - achieving one million viewers for the broadcast of Australian of the Year Awards;
  - securing \$5 million per annum in partnerships;
  - increasing nominations for the Australian of the Year awards by ten per cent each year;
  - increasing the participation rate in Australia Day activities to 60 per cent; and
  - increasing national pride.<sup>120</sup>

2.74 While the annual report recorded results for four of these six metrics,<sup>121</sup> they were not labelled as performance drivers nor mapped against the corporate plan. In order to work effectively within the cyclical nature of the enhanced Commonwealth performance framework, the committee suggests that future annual reports clearly identify which performance drivers have been measured and assessed against its corporate plan.

2.75 Of the metrics stated in the annual report, the NADC achieved a seven per cent increase in awareness of the 2019 Australian of the Year Awards, assisted by a 65 per cent increase in the Award's media presence since 2018.<sup>122</sup> The number of nominations for the Australian of the Year remained constant (at 3000) between this reporting period and the previous reporting period.<sup>123</sup> The percentage of Australians who said they feel an increased sense of pride because of Australia Day declined by five per cent, while participation in Australia Day activities declined by one per cent.

### ***Financial statements***

2.76 NADC's annual report included financial statements as required by section 42 of the PGPA Act, and received an unqualified report from the ANAO.<sup>124</sup>

2.77 The main sources of revenue for the NADC come from government grants provided by the DPM&C and corporate sponsorship.<sup>125</sup> In 2018–19, the NADC reported an operating profit of \$7907 and retained earnings of \$798 069.<sup>126</sup> These

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120 National Australia Day Council, *Corporate Plan 2019–22*, p. 10.

121 National Australia Day Council, *Annual Report 2018–19*, pp. 6–7.

122 National Australia Day Council, *Annual Report 2018–19*, p. 7.

123 National Australia Day Council, *Annual Report 2018–19*, p. 6; National Australia Day Council, *Annual Report 2017–18*, p. 6.

124 National Australia Day Council, *Annual Report 2018–19*, pp. 28–39.

125 National Australia Day Council, *Annual Report 2018–19*, p. 17.

126 National Australia Day Council, *Annual Report 2018–19*, p. 17.

financial results followed an operating loss of \$346 356 in the 2017–18.<sup>127</sup> The report did not comment on how the NADC resolved its operating loss from the previous reporting period.

2.78 The NADC's current and non-current assets depreciated by approximately 43 per cent during the reporting period (valued at \$2.6 million in 2017–18 and \$1.1 million in 2018–19).<sup>128</sup> This follows an appreciation of approximately nine per cent in 2017–18.<sup>129</sup> The attached notes to the financial statements do not provide further detail to explain the context for this significant variation. For future reports, it would assist the committee if the NADC provided more information regarding noteworthy variations in its financial statements.

### ***Committee view***

2.79 Notwithstanding suggestions for future reports, the committee found the NADC annual report to be well-presented and informative. The report met each of its requirements under the relevant legislation. For the purposes of its report to the Senate, the committee considers the NADC annual report to be 'apparently satisfactory'.

### **North Queensland Livestock Industry Recovery Agency**

2.80 The NQLIRA is a non-corporate Commonwealth entity and executive agency, which was established on 21 February 2019 under the *Public Service Act 1999*<sup>130</sup> to 'provide strategic leadership and coordination for the Commonwealth's recovery and reconstruction activities in ... flood affected areas ... following the North and Far North Queensland Monsoon Trough'.<sup>131</sup>

2.81 The NQLIRA's first annual report, *Annual Report 2018–19*, was tabled in the House of Representatives on 24 October 2019 and the Senate on 11 November 2019.<sup>132</sup>

2.82 In addition, the NQLIRA published a corporate plan in accordance with subsection 35(1) and section 16E of the PGPA Act for the period covering 2019–20 to 2022–23 on 21 October 2019, which outlined its performance expectations and targets by which performance of the agency is measured.<sup>133</sup> The committee looks forward to evaluating the NQLIRA's performance as per the corporate plan after the next reporting period.

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127 National Australia Day Council, *Annual Report 2017–18*, p. 23.

128 National Australia Day Council, *Annual Report 2018–19*, p. 29.

129 National Australia Day Council, *Annual Report 2017–18*, p. 24.

130 *Public Service Act 1999*, s. 65.

131 Commonwealth of Australia, *Order to Establish the North Queensland Livestock Industry Recovery Agency as an Executive Agency*, p. 1.

132 *House of Representatives Votes and Proceedings*, No. 27, 24 October 2019, p. 406; *Journals of the Senate*, No. 24, 11 November 2019, p. 728.

133 North Queensland Livestock Industry Recovery Agency, *Corporate Plan 2019–20 to 2022–23*.

2.83 All staff other than the Chief Executive Officer and Chairman, the Hon Shane Stone AC QC, were seconded from a variety Commonwealth agencies and based in Canberra for the reporting period.<sup>134</sup> These staff remained employees of their home Commonwealth agency and will be transitioned to the NQLIRA once it receives appropriation from the *Appropriation Act (No. 1) 2019–20*.<sup>135</sup> At the time of reporting the Act had not passed Parliament.

2.84 To allow time to negotiate and implement an enterprise agreement, the NQLIRA prepared a determination under section 24(1) of the *Public Service Act 1999*. There were no staff employed under this determination for the reporting period.<sup>136</sup>

### **Compliance**

2.85 As a non-corporate Commonwealth entity and executive agency, the NQLIRA was required to prepare its annual report under the requirements of the PGPA Act, the PGPA Rule, as well as in accordance with the RMG No. 135.<sup>137</sup> In addition, the NQLIRA was also required to provide information required by the *Work Health and Safety Act 2011*, the *Environment Protection and Biodiversity Conservation Act 1999* and the *Commonwealth Electoral Act 1918*.<sup>138</sup>

2.86 The committee found the NQLIRA's annual report to be compliant with most of its reporting obligations under the prescribing legislation. However, several requirements belonging to sections 17AG (2)—(4) and (6)—(10) of the PGPA Rule were deferred to DPM&C for reporting. The committee looks forward to considering the agency's performance against these requirements in its next annual report.

### **Performance**

2.87 As the NQLIRA operated as a taskforce within DPM&C during the reporting period, its annual performance statements were included in the DPM&C's annual report. The committee looks forward to reading the NQLIRA's annual performance statements in its 2019-20 annual report in accordance with paragraph 39(1)(a) of the PGPA Act.

2.88 In its first four months of operation the NQLIRA worked quickly to deliver support to affected communities. Some of the agency's key achievements included:

- building 'working relationships with affected communities, primary producers, states and local governments to raise awareness of the immediate

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134 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, pp. 25–26.

135 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 26.

136 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 26.

137 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 5; see section 46 of the *Public Governance, Performance and Accountability Act 2013*; chapter 2 of the Public Governance, Performance and Accountability Rule 2014.

138 See clause 4 of Part 4 of Schedule 2 of the *Work Health and Safety Act 2011*; section 311A of the *Commonwealth Electoral Act 1918*; and s. 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

support available and to gather invaluable information to shape the short and longer term response'; and

- coordinating meetings with the Mayors of the eleven affected local government agencies.<sup>139</sup>
- 2.89 The NQLIRA also facilitated the following financial assistance payments:
- Special Disaster Assistance Recovery Grants—\$80 million (\$9 million to small businesses and not-for-profits);
  - Restocking, Replanting and On-farm Infrastructure Grants—\$300 million;
  - Disaster Recovery Payment and Disaster Recovery Allowance—\$100 million;
  - Disaster Recovery Funding Arrangements—\$121 million to the Queensland Government;
  - Independent schools with students from flood affected areas—\$4 million;
  - AgRebuild Loans through the Regional Investment Corporation; and
  - \$2.6 million to support the mental health of affected communities.<sup>140</sup>

### ***Financial statements***

2.90 NQLIRA's annual report included financial statements as required by section 42 of the PGPA Act and section 17AD of the PGPA Rule. These financial statements received an unqualified audit opinion from the ANAO.<sup>141</sup> Given that the 2018–19 financial year was the first of operation for the NQLIRA, financial performance was compared to budgeted expenditure rather than previous expenditure.

2.91 The establishment of the NQLIRA and its operating activities were funded by DPM&C<sup>142</sup> as it did not receive a direct budgetary appropriation during its first four months of operation (the reporting period).<sup>143</sup> A taskforce within DPM&C coordinated staffing and provided resources totalling \$2.36 million.<sup>144</sup> The agency reported a deficit of approximately \$19 000 for the reporting period, which was the result of unbudgeted employee benefits.<sup>145</sup>

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139 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 20.

140 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 21.

141 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, pp. 33–34.

142 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 38.

143 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 30.

144 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 36.

145 North Queensland Livestock Industry Recovery Agency, *Annual Report 2018–19*, p. 43.

***Committee view***

2.92 The committee found the NQLIRA's annual report to be informative and well-presented. However, the report bore minor typographical and pagination errors throughout. Overall, the committee found the NQLIRA's annual report to be 'apparently satisfactory' in its reporting obligations.

**Senator James Paterson**

**Chair**



# Appendix 1

## Dates relating to the presentation of reports between 1 May 2019 and 31 October 2019

Report	Submitted to Minister	Received by Minister	Tabled in the Senate or presented out of sitting (*)	Tabled in the House of Representatives
<b>PARLIAMENTARY DEPARTMENTS</b>				
Department of the Senate—Report for 2018–19	N/A	N/A	15/10/2019	N/A
Department of Parliamentary Services—Report for 2018–19	N/A	N/A	14/10/2019	14/10/2019
Parliamentary Budget Office—Report for 2018–19	N/A	N/A	14/10/2019	14/10/2019
<b>PRIME MINISTER AND CABINET PORTFOLIO</b>				
Aboriginal Hostels Limited—Report for 2018–19	24/09/2019	9/10/2019	11/11/2019	24/10/2019
Australian National Audit Office—Report for 2018–19	N/A	N/A <sup>1</sup>	14/08/2019*	9/09/2019
Australian Public Service Commission—Report for 2018–19—Incorporating the Report of the Merit Protection Commissioner	3/10/2019	4/10/2019	15/10/2019	15/10/2019
Defence Housing Australia—Report for 2018–19 ( <i>also referred to the Foreign Affairs, Defence and Trade Legislation Committee</i> )	30/09/2019	30/09/2019	16/10/2019	16/10/2019
Department of the Prime Minister and Cabinet—Report for 2018–19	7/10/2019	14/10/2019	11/11/2019	17/10/2019
Indigenous Business Australia—Report for 2018–19	2/10/2019	10/10/2019	11/11/2019	21/10/2019
Indigenous Land and Sea Corporation—National Indigenous Land and Sea Strategy 2019–22	30/07/2019	13/08/2019	25/09/2019*	14/10/2019
Indigenous Land and Sea Corporation—Report for 2018–19	27/09/2019	11/10/2019	11/11/2019	22/10/2019
National Australia Day Council—Report for 2018–19	29/08/2019	1/10/2019	14/10/2019	14/10/2019
North Queensland Livestock Industry Recovery Agency—Report for 2018–19	15/10/2019	15/10/2019	11/11/2019	24/10/2019
Office of the Official Secretary to the Governor-General—Report for 2018–19	9/10/2019	10/10/2019	18/10/2019*	21/10/2019

1 Section 46 of the *Public Governance, Performance and Accountability Act 2013* does not apply to the Australian National Audit Office.

Report	Submitted to Minister	Received by Minister	Tabled in the Senate or presented out of sitting (*)	Tabled in the House of Representatives
Old Parliament House (Museum of Australian Democracy)—Report for 2018–19	18/09/2019	1/10/2019	18/10/2019*	21/10/2019
Remuneration Tribunal—Report for 2018–19	18/09/2019	18/09/2019	15/10/2019	15/10/2019
FINANCE PORTFOLIO				
ASC Pty Ltd—Report for 2018–19 ( <i>also referred to the Foreign Affairs, Defence and Trade Legislation Committee</i> )	30/09/2019	30/09/2019	18/10/2019*	21/10/2019
Australian Electoral Commission—Report for 2018–19	26/09/2019	10/10/2019	14/10/2019	14/10/2019
Australian Naval Infrastructure Pty Ltd—Report for 2018–19 ( <i>also referred to the Foreign Affairs, Defence and Trade Legislation Committee</i> )	26/09/2019	26/09/2019	11/11/2019	17/10/2019
Clean Energy Finance Corporation—Report for 2018–19 ( <i>also referred to the Environment and Communications Legislation Committee</i> )	2/10/2019	10/10/2019	11/11/2019	17/10/2019
Commonwealth Superannuation Corporation—Report for 2018–19	3/10/2019	4/10/2019	11/11/2019	17/10/2019
Department of Finance—Report for 2018–19	3/10/2019	4/10/2019	15/10/2019	15/10/2019
Final budget outcome 2018–19—Report by the Treasurer (Mr Frydenberg) and the Minister for Finance (Senator Cormann), dated September 2019	16/09/2019	16/09/2019	19/09/2019	19/09/2019
Future Fund Board of Guardians and Future Fund Management Agency (Future Fund)—Report for 2018–19	8/10/2019	8/10/2019	11/11/2019	17/10/2019
Independent Parliamentary Expenses Authority—Report for 2018–19	8/10/2019	9/10/2019	16/10/2019	16/10/2019
<i>Members of Parliament (Staff) Act 1984</i> —Report for 2018–19—Report on ministerial consultants engaged	20/09/2019	23/09/2019	14/10/2019	14/10/2019
Moorebank Intermodal Company Limited—Report for 2018–19 ( <i>also referred to the Rural and Regional Affairs and Transport Legislation Committee</i> )	11/10/2019	11/10/2019	16/10/2019	16/10/2019
Regional Investment Corporation—Report for 2018–19 ( <i>also referred to the Rural and Regional Affairs and Transport Legislation Committee</i> )	9/10/19	9/10/19	29/10/2019*	25/11/2019
Snowy Hydro Limited—Report for 2018–19 ( <i>also referred to the Environment and Communications Legislation Committee</i> )	14/10/2019	15/10/2019	18/10/2019*	21/10/2019
Western Sydney Airport—Report for 2018–19 ( <i>also referred to the Rural and Regional Affairs and Transport Legislation Committee</i> )	11/10/2019	15/10/2019	11/11/2019	17/10/2019

