

# Governance

## Executive management

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### Public Safety Business Agency Board of Management profiles

#### Katarina Carroll APM (CHAIR)

[Chair 15 September 2020 to 30 June 2021]

[Member 1 July 2020 to 14 September 2020]

Commissioner, Queensland Police Service

The Commissioner is responsible for the efficient and proper administration, management and functioning of the QPS in accordance with law. The Commissioner provides the business direction and represents the QPS at local, community, state, national and international forums as well as ceremonial functions.

#### Greg Leach (MEMBER/CHAIR)

[Member 15 September 2020 to 30 June 2021]

[Chair 1 July 2020 to 14 September 2020]

Commissioner, Queensland Fire and Emergency Services

The Commissioner is responsible for leading and managing the efficient and effective functioning of the Fire and Rescue Service (FRS), Rural Fire Service (RFS) and State Emergency Service (SES), and emergency management and disaster mitigation programs and services throughout Queensland.

#### Geoff Waite (APPOINTED MEMBER)

Head of Corporate, Queensland Treasury

Geoff Waite was appointed for a second appointment term to the Board of Management after previously being appointed from 15 September 2016 to 14 September 2019. He is currently Head of Corporate, Queensland Treasury.

## Executive Leadership Team profiles

**Mike Condon** BM APM Acting Chief Operating Officer (6 April 2021 – 30 June 2021) | Assistant Commissioner, Southern Region, QPS  
*Master of Management (Specialising in Leadership), Post Graduate Certificate in Business*

Mike was accountable to the PSBA Board of Management for the efficient, effective and financially responsible performance of the PSBA. Mike led the agency with over 1100 staff delivering services to over 20,000 employees and volunteers of public safety agencies of Queensland with an operating budget of \$328.149 million and a capital budget of \$42.423 million.

**Committees:** PSBA and IGEM Audit and Risk Committee

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**Paul Hyde** General Manager | Asset and Procurement Services Division  
*Diploma of Building Science, Master of Public Sector Leadership*

Paul managed the delivery of the integrated program of infrastructure projects and the maintenance of properties for the QPS and QFES. In addition, Paul delivered marine and vehicle fleet maintenance and replacement programs for the QPS and QFES along with the oversight of all procurement activities across the public safety agencies.

**Committees:** Public Safety Agency Investment and Procurement Committee

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**Wayne Brummer** General Manager | Finance Services Division  
*Bachelor of Business (Accounting), Graduate Certificate in Professional Accounting*

As the PSBA Chief Finance Officer (CFO) Wayne oversaw the delivery of expert financial advice and support to the PSBA in relation to financial management, budget strategy and statutory financial reporting and policy. Wayne was also the CFO for the QPS, QFES and the Office of the IGEM and ensured the public safety agencies were provided with optimal advice and support, leading financial products and quality that enable services decision-making and provide assurance as to the effectiveness and efficiency of financial controls.

**Committees:** Public Safety Agency Business Services Committee, Public Safety Agency Investment and Procurement Committee

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**Samantha Stream** Acting General Manager | Queensland Government Air \*  
*Bachelor of Urban and Regional Planning, Master of Project Management – with Distinction, Master of Management*

Samantha led the provision of aviation services in support of frontline service delivery to the QPS, Queensland Health, Queensland Corrective Services and DonateLife; and to the Department of the Premier and Cabinet in fulfilling its role to the Queensland community. Samantha oversaw a fleet of six fixed wing and five rotary wing aircraft located at Brisbane, Townsville, Mount Isa, Cairns and Horn Island.

**Committees:** PSBA Resource Governance Committee, Executive Safety and Wellbeing Committee, QFES Air Operations Sub-Committee

\* on 23 April 2021 the functions of QGAir were transferred to the QPS as per the *Public Service Departmental Arrangements Notice (No. 1) 2021*.

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**Cameron Allen** Acting Chief Information Officer (CIO) | Frontline and Digital Services Division  
*Bachelor of Science*

Cameron led the provision of ICT support, innovation and services to the PSBA, the QPS, QFES, Office of the IGEM, QAS, and network services for the Department of Justice and Attorney-General, Queensland Corrective Services and the Office of Industrial Relations. The F&DS Division were responsible for driving digital transformation and the development of digital capacity within the public safety agencies, through the provision of integrated systems, infrastructure and processes.

**Committees:** Public Safety Agency IT Committee, Public Safety Agency Operational Communications Committee, QPS ICT Sub Committee, Public Safety Communications Inter-Departmental Committee, PSBA Resource Governance Committee, QPS Assets Committee, Executive Safety and Wellbeing Committee, QFES Capability and Service Delivery Committee, Digitally Connected Regions Project Steering Committee

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**Debbie Paterson** Acting General Manager | Human Resources Division

Debbie led a range of strategic and operational HR services covering employee and industrial relations and HR management to the PSBA, the QPS, QFES and the Office of the IGEM. These included HR operations, industrial practice, employee complaints and conflict services, strategic HR advice and HR reporting and analytics.

**Committees:** Public Safety Agency Workforce Committee, PSBA Resource Governance Committee, PSBA Executive Safety and Wellbeing Committee

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## Board and Committees

The PSBA Board of Management was established as the PSBA's governing body by the *Public Safety Business Agency Act 2014*. The Board of Management had a number of committees that provided support and specialised advice related to the effective management of services delivered by the public safety agencies. Together with the agency's Executive Leadership Team, the Board of Management has ensured the agency's objectives are met.

### Public Safety Business Agency Governance structure as at 30 June 2021

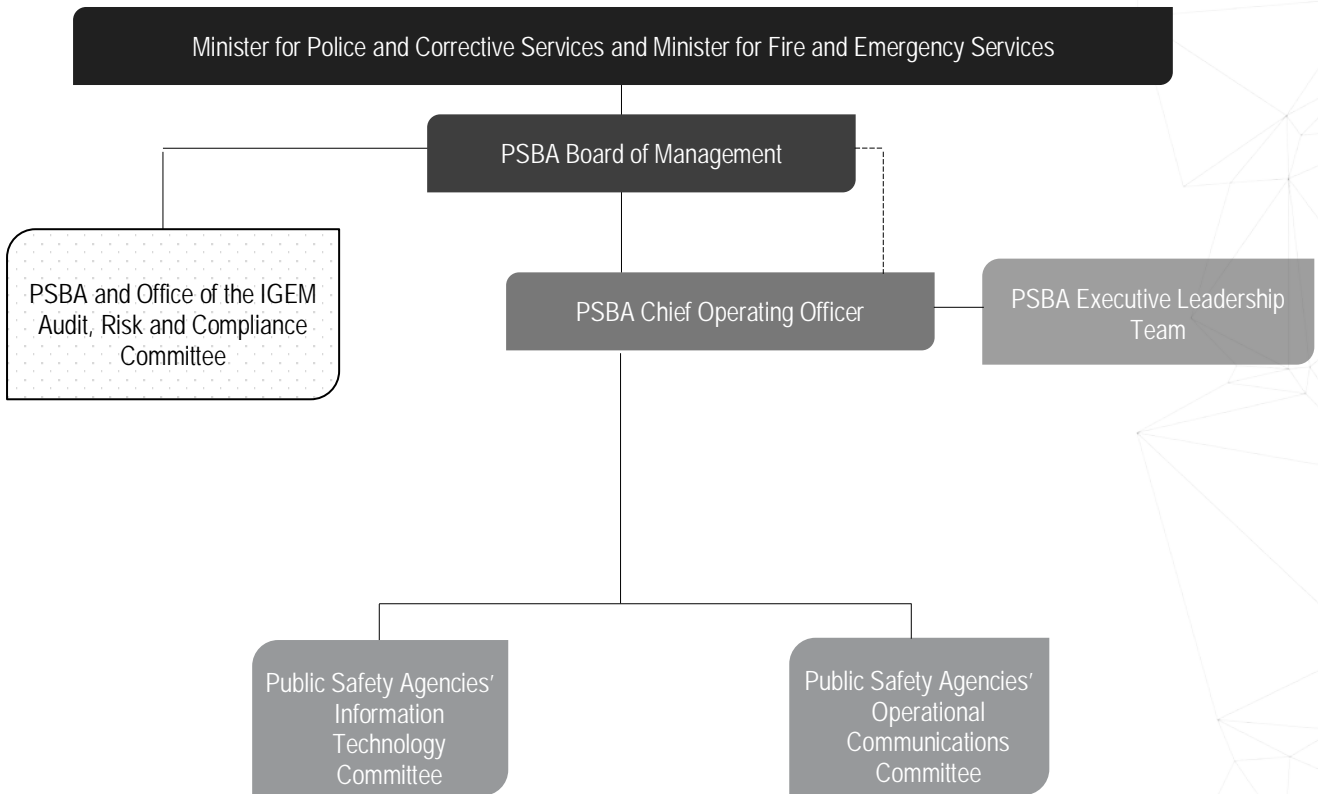


Figure 2: Former PSBA governance structure

**Note:** As part of the disestablishment of the PSBA, the following committees were dissolved by the PSBA Board of Management on 12 February 2021:

- Public Safety Agencies' Business Services Committee
- Public Safety Agencies' Investment and Procurement Committee
- Public Safety Agencies' Workforce Committee

## Public Safety Business Agency Board of Management

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The Board of Management's functions were to:

- provide leadership and oversight to the agency
- review and monitor the performance of the agency's functions
- make and review policies concerning the administration of the *Public Safety Business Agency Act 2014*
- coordinate the provision of support services, and any programs provided by the agency to public safety agencies.

The Board of Management Chair was the PSBA accountable officer. Responsibility for the Chair rotated annually on 15 September between the Commissioner QPS and the Commissioner QFES. The Board of Management also had an appointed member.

To ensure good governance, each board meeting was evaluated by a nominated attendee, supplemented by an annual performance evaluation.

Meetings were convened monthly; extraordinary or special Board of Management meetings were convened as determined by the Chair.

During 2020–2021, the Board of Management met on 12 occasions and considered three matters for resolution out of session.

The COO reported to the Board of Management and was responsible for the day-to-day operations of the agency.

### *Board of Management members*

- Katarina Carroll APM, Commissioner, QPS  
Chair: 15 September 2020 to 30 June 2021  
Member: 1 July 2020 to 14 September 2020
- Greg Leach, Commissioner, QFES  
Member: 15 September 2020 to 30 June 2021  
Chair: 1 July 2020 to 14 September 2020
- Geoff Waite, Head of Corporate, Queensland Treasury  
Appointed Member: 1 July 2020 to 30 June 2021

### *Achievements*

In 2020–2021, the achievements of the Board of Management included:

- appointment to the role of staff representative on the PSBA and Office of the IGEM Audit, Risk and Compliance Committee (ARCC) of Mr Wayne Brummer, PSBA and at the cessation of Mr Brummer's term, Ms Sarah March, IGEM
- approval of the 2020-21 PSBA Interim Budget
- approval of the divestment strategy of QGAir's Citation 560 Ultra Jet
- approval of the replacement strategy for the engines of one of QGAir's AW139 rotary aircraft (VH-EZJ)
- endorsement of PSBA's 2019-20 Financial Statements to the accountable officer for approval
- approval of the PSBA's 2020-21 Annual Internal Audit Plan and 2021-24 Strategic Internal Audit Plan
- approval of matters related to the PSBA's Transition Strategy and Roadmap
- approval of membership appointments to the public safety agencies' committees
- approval of a revised governance proposal for the Public Safety Network Management Centre.

# PSBA and public safety agency committees

## Public Safety Business Agency and Office of the Inspector-General Emergency Management Audit, Risk and Compliance Committee (PSBA and IGEM ARCC)

The charter of the PSBA and Office of the IGEM ARCC was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance: the Financial Performance Management Standard 2019* and the *Financial Accountability Act 2009*.

The purpose of the PSBA and IGEM ARCC was to provide oversight of audit, risk and management compliance activities related to the PSBA and the Office of the IGEM, including:

- risk, control and compliance frameworks
- external accountability responsibilities as prescribed by applicable legislative and regulatory frameworks
- other matters considered to be within the committee's responsibilities as they related to the PSBA and the Office of the IGEM.

The independent external Chair received \$16,800 (excluding Goods and Services Tax (GST)) in remuneration for services provided to the PSBA and IGEM ARCC between 1 July 2020 to 30 June 2021. The second independent member received \$5,250 (excluding GST) for services provided from 1 July 2020 to 30 June 2021. There were no other on costs incurred. The Committee met on 17 occasions in 2020–2021 and considered three matters for resolution out of session.

### *Committee members – PSBA and IGEM ARCC*

Marita Corbett (Chair)	Partner, BDO Australia, Independent Chair
Geoff Waite	Head of Corporate, Queensland Treasury (the appointed member of the Board)
Kurt Marsden	Acting Chief Operating Officer, PSBA (to 5 April 2021)
Michael Condon	Acting Chief Operating Officer, PSBA (from 6 April 2021)
Wayne Brummer	Chief Finance Officer (CFO), PSBA (staff representative from 4 July 2020 to 21 February 2021)
Louise Barrett	Executive Director, People Capability Command, QPS (staff representative until 3 July 2020)*
Alistair Dawson	Inspector-General Emergency Management, Office of the IGEM
Sarah March	Director, Governance and Reporting, IGEM (staff representative from 21 February 2021)
Peter Dowling AM	External Member

\* At the time of her appointment, Louise Barrett was the Executive Director, Strategic and Service Alignment, PSBA

### *Achievements*

During 2020–2021, the committee's achievements included:

- monitoring compliance with the 2020–21 Annual Internal Audit Plan and 2021–2024 Strategic Internal Audit Plan and oversight of the actioning of open recommendations
- consideration of all audit reports and provision of direction regarding the implementation of report recommendations and actions
- oversight of risk management undertaken by the PSBA and Office of the IGEM
- endorsement of the:
  - 2019-2020 Office of the IGEM Financial Statements
  - 2019-2020 PSBA Financial Statements
  - 2020–2021 Annual Internal Audit Plan
  - 2021–2024 Strategic Internal Audit Plan.
- resolving to support an ICT guideline detailing appropriate email use
- resolving to support the 2020 PSBA annual return against the *Information Security Policy 2018*
- oversight of the progression of Queensland Audit Office (QAO) matters and status of the QAO Audit Program.

## Public Safety Agencies' Information Technology Committee

This committee was a strategic forum established by the Board of Management to provide stewardship and performance leadership of information technology (IT) services for the public safety agencies and to lead a strategic agenda in the development and implementation of integrated IT strategies.

This forum comprised representatives from the public safety agencies to discuss the IT infrastructure and data requirements outlined in agency specific IT strategies and to develop and endorse to the Board of Management the IT strategies, policies and projects required to support delivery of these strategies.

The committee's role was to develop and determine the IT infrastructure and data layer strategies required to deliver each agency's IT requirements, whether singularly or on a multi-agency basis.

*Committee members – Public Safety Agencies' IT Committee*

Brian Cox	Acting Executive Director, Strategic Services Directorate, QFES (Chair from 31 March 2021)
Gen Wilcox	Executive Director, Strategic Services Directorate, QFES (Chair from 1 March until 30 March 2021)
Nicole Doogan	Director, Core Systems, QPS (Chair until 28 February 2021)
Cameron Allen	Acting CIO, F&DS, PSBA
Sarah March	Director, Governance and Reporting, Office of the IGEM (until 12 October 2020)
Michael Shapland MBE	Director, Interoperability and Innovation, Office of the IGEM (from 13 October 2020)
Kent Grayson	Executive Director, Information Communications and Technology, QAS
Dallas Stower	Acting Deputy Director-General, Transformation and Enabling Technologies, DCHDE (External Member)

## Public Safety Agencies' Operational Communications Committee

This strategic forum was established by the Board of Management to provide stewardship and performance leadership of operational communications services for public safety agencies and to lead a strategic agenda for the development and implementation of integrated operational communication strategies.

Its role was to develop and determine the operational communications strategies required to deliver each agency's operational communications strategy, whether singularly or on a multi-agency basis.

It provided an avenue for representatives of the public safety agencies to discuss the operational communication requirements outlined in agency-specific strategies and to develop and endorse to the Board of Management the strategies, policies and projects required to support their delivery.

*Committee members – Public Safety Agencies' Operational Communications Committee*

Ben Marcus (Chair)	Assistant Commissioner, Road Policing and Regional Support Command, QPS
Cameron Allen	Acting CIO, F&DS, PSBA
Neil Gallant AFSM	Assistant Commissioner, Fire and Rescue Directorate, QFES (until 11 December 2020)
John Cawcutt	Assistant Commissioner, Fire and Rescue Directorate, QFES (from 12 December 2020)
Corinne Mulholland	Director, Research and Engagement, Office of the IGEM
Kent Grayson	Executive Director, Information Communications and Technology, QAS
Dallas Stower	Acting Deputy Director-General, Transformation and Enabling Technologies, DCHDE (External Member)

## Public Safety Agencies' Business Services Committee

*(Dissolved by the PSBA Board of Management on 12 February 2021)*

This Committee was a strategic forum delivering stewardship of the effective delivery of asset, fleet and finance services to the public safety agencies.

Its role was to develop and determine asset, fleet and finance strategies required to deliver each public safety agencies' strategy in this regard, whether singularly or on a multi-agency basis.

This committee enabled the representatives of the relevant public safety agencies to discuss and develop asset, fleet and finance-related strategy and policy, to oversee the delivery of asset and fleet programs and financial performance and to make recommendations to the Board of Management when such matters required endorsement or approval.

*Committee members – Public Safety Agency Business Services Committee*

Cameron Harsley (Chair)	Assistant Commissioner, Road Policing and Regional Support Command, QPS
Wayne Brummer	CFO, PSBA
Paul Hyde	General Manager, Asset and Procurement Services, PSBA
Andrew Short	Assistant Commissioner, SES, QFES
Sarah March	Director, Governance and Reporting, Office of the IGEM

## Public Safety Agencies' Investment and Procurement Committee

*(Dissolved by the PSBA Board of Management on 12 February 2021)*

This committee was established by the Board of Management to provide stewardship of investment and procurement services to the public safety agencies, to discuss and develop investment and procurement strategy and policy and to make recommendations to the Board of Management where such matters require endorsement or approval.

Its role was to develop and determine the investment and procurement strategies required to deliver the public safety agencies' investment and procurement requirements, whether singularly or on a multi-agency basis.

#### *Committee members – Public Safety Agency Investment and Procurement Committee*

Adam Stevenson (Chair)	Acting Deputy Commissioner, Strategy and Corporate Services, QFES
Wayne Brummer	CFO, PSBA
Paul Hyde	General Manager, Asset and Procurement Services, PSBA
Ross Mangano	Chief Procurement Officer, Asset and Procurement Services, PSBA
Sharon Cowden	Assistant Commissioner, Ethical Standards Command, QPS
Michael Shapland MBE	Director, Interoperability and Innovation, Office of the IGEM
Peter Lacey	Acting Executive Director, Office of the Chief Advisor Procurement, Department of Energy and Public Works

### Public Safety Agencies' Workforce Committee

*(Dissolved by the PSBA Board of Management on 12 February 2021)*

This strategic was established to provide stewardship of the effective delivery of HR services to the PSBA, the QPS, QFES and the Office of the IGEM.

Its role was to develop and determine HR strategies and policies singularly or on a multi-agency basis in order to deliver the strategy of each public safety agency.

The committee enabled representatives of the public safety agencies to discuss and develop HR and workforce strategy and policy and recommendations to the Board of Management when such matters required endorsement or approval.

#### *Committee members – Public Safety Agencies' Workforce Committee*

Stephen Smith (Chair)	Assistant Commissioner, QFES People Directorate, QFES
Debbie Paterson	Acting General Manager, Human Resources, PSBA
Charysse Pond	Assistant Commissioner, People Capability Command, QPS (until 12 October 2020)
Louise Barrett	Executive Director, People Capability Command, QPS (from 13 October 2020)
Sarah March	Director, Governance and Reporting, Office of the IGEM
Paul Casey	Director, Human Resources, PSBA (until 12 October 2020)
Josephine Maguire	Acting Director, Human Resources, PSBA (from 13 October 2020)

## Application of Public Sector Ethics

### Ethical standards

The Employee Relations Unit of the PSBA HR division assessed complaints regarding the conduct of staff employed by the PSBA and the Office of the IGEM. Complaints were assessed in accordance with the PSBA's *Management of Complaints about Employees, Volunteers and Contractors Policy and Procedure* and realised the following outcomes:

- recorded of all Conduct and Performance Excellence complaints and complaints alleging corrupt conduct
- acted as the PSBA and Office of the IGEM central liaison point for the Crime and Corruption Commission (CCC) and the Queensland Ombudsman (QO), and discharge of the agencies' statutory obligations under the *Crime and Corruption Act 2001*
- oversight of the agencies' Public Interest Disclosure (PID) framework and provision of assistance to the PSBA and Office of the IGEM in meeting their statutory obligations under the *Public Interest Disclosure Act 2010* (the PID Act)
- assessed of complaints in accordance with Queensland's HR Act 2019.

### Code of Conduct

The PSBA facilitated induction information sessions to all employees of the PSBA and the Office of the IGEM and to employees of the QPS on an as required basis. These sessions included an overview of the *Code of Conduct for the Queensland Public Service* and the employment compliance expectation as well as information on negative workplace behaviours.

## Risk management and accountability

### Risk management

The PSBA operated within an Enterprise Risk Management Framework. In accordance with the *Financial Accountability Act 2009*, this framework provided structured direction in the application of risk management principles and methodology consistent with Standards Australia AS/NZS ISO 31000:2018 *Risk management – Guidelines*. It enabled a consistent agency approach in the identification, management and recording of risks that supported a prioritised approach to risk treatment and resource deployment. Each member of the PSBA Executive Leadership Team was responsible for the risk identification and management activities relevant to their divisional business. A strong agency focus existed on the development of risk management capabilities both strategically and operationally.

The PSBA regards risk management as a critical element in the effective and efficient management of business and in the achievement of its strategic objectives.

Identified risks were recorded in registers by each division. Together with the PSBA and Office of the IGEM ARCC's monitoring activities, the Board of Management provided oversight of the effectiveness of risk management within the PSBA.

#### *Achievements:*

- continued roll out of the PSBA Risk Management Implementation Roadmap
- development and update of the PSBA Corporate Risk Register from divisional registers.

## Internal audit

The PSBA Internal Audit and Risk Unit provided advice across a wide range of disciplines including risk management, assurance and consulting activities for the public safety agencies of the PSBA, the QPS, QFES and the Office of the IGEM.

In accordance with the *Financial Accountability Act 2009*, the Director, Internal Audit and Risk was the Head of Internal Audit for PSBA and the nominated Head of Internal Audit for the QPS, QFES and the Office of the IGEM.

The work undertaken by the Internal Audit and Risk Unit was performed in accordance with the Institute of Internal Auditors' standards and under an approved charter consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2019*, an annual internal audit plan and three-year strategic audit plan set the direction of the unit. The *Public Safety Business Agency Annual Internal Audit Plan 2020-2021 and Strategic Internal Audit Plan 2021-2024* was endorsed by the respective audit and risk committees of the PSBA and the Office of the IGEM, the QPS and QFES and approved by the Chair of the PSBA Board of Management on 4 September 2020. The unit reported regularly to the PSBA and IGEM ARCC, which reviewed its work. The relationship with the committee is reflective of the requirements under the Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

Under its approved charter, the unit reviewed compliance (effectiveness), performance (efficiency), financial management and information technology management, to identify areas of risk and opportunities for improved outcomes. Systems were in place to ensure the effective, efficient and economic operation of the audit function.

The work required of the Public Safety Business Agency Annual Internal Audit Plan 2020-2021 was delivered to management and client agencies through a combination of inhouse and co-sourced providers. At 30 June 2021, all fieldwork was fully or nearing completion. The Internal Audit and Risk Unit expects to issue audit reports progressively up to 31 August 2021.

## External scrutiny

The following external agencies and processes examined the operations of the PSBA and the broader Queensland Public Sector during 2020-21 and identified findings/issues requiring consideration by, or impacting on, the PSBA:

### *Crime and Corruption Commission*

The CCC is a statutory body established to combat and reduce the incidence of major crime and corruption in the Queensland public sector. The *Crime and Corruption Act 2001* details its functions and powers. The CCC investigates both crime and corruption, has oversight of both the QPS and the public sector, and witness protection.

The PSBA utilised the CCC's Corruption Prevention Advisory resources and forums. These assist and educate public sector agencies in the identification of major corruption risks and the development of better practice prevention strategies.

The PSBA had a Fraud and Corruption Prevention and Control Framework in place and key concepts were regularly communicated to staff promoting ethical choices and integrity and how to appropriately identify and respond to any situations of concern.

### *Queensland Ombudsman*

The QO is the oversight agency for the *PID Act 1998*. With reference to section 60 of the *PID Act*, the PSBA had in place a management program which was supported with policies and procedures related to the response to, assessment and management of public interest disclosures which:

- protected the confidentiality of disclosers, subject officers and other persons involved
- provided support to disclosers
- undertook risk assessments
- actioned items to prevent reprisal against disclosers and other persons involved in such PIDs.



The QAO supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of the financial management and performance activities of Queensland public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports for 2020–21 are available online at [www.qao.qld.gov.au](http://www.qao.qld.gov.au).

*Auditor General's Report No 2: 2020-21 Effectiveness of audit committees in state government entities (issued 8 September 2020)*

Good governance is critical to ensure an entity effectively manages its business operations, programs, projects and risks. Effective audit committees can catalyse better governance in an entity and provide insight and promote accountability, integrity, and transparency. Audit committees should continually reassess and refine their value and how they provide it.

This audit reviewed the audit committees of departments and statutory bodies. It focused on the practice of good governance, particularly the effectiveness of audit committees to catalyse better governance within an entity. The review concluded that audit committees should continually reassess and refine the value they create and how it is provided.

A series of actions for consideration were identified as being applicable to:

- All audit committees of departments and statutory bodies
- All audit committee chairs and Chief Executive Officers of departments and statutory bodies
- Queensland Treasury.

*Auditor General's Report No 3: 2020-21 Queensland Government response to COVID-19 (issued 22 September 2020)*

The COVID-19 health pandemic has had significant adverse impacts on individuals, businesses and the Queensland economy. The speed and depth of the impacts, and the ongoing government responses to them, are unprecedented. The Queensland Government has announced a range of measures with the aim of supporting the state economy, promoting public safety, and assisting households and businesses. The costs of the government's response are significant and are largely dependent on the ongoing health and economic impacts of the pandemic.

This review covered the government's response measures provided up to 21 August 2020 and covered key measures across four response areas – health care, support for individuals, support for businesses and public safety.

In its response to the COVID-19 health pandemic, the Queensland Government established processes to promote the health, safety and welfare of Queenslanders which the PSBA supported and implemented.

*Auditor General's Report No 7: 2020-21 Delivering successful technology projects (issued 30 September 2020)*

Given the value of the investments in technology projects and the economic impact of the COVID-19 health pandemic, public sector entities must ensure that they learn from past experiences. The COVID-19 health pandemic has reinforced the need for entities to identify new, more technology enabled ways of delivering their public services more efficiently. Technology is critical in the delivery of government services such as health and education, and the provision of support functions like payroll and finance. The COVID-19 health pandemic has reinforced the importance technology systems have in enabling public access to government services online.

The QAO identified five factors that, if managed and modified to suit, can improve the success of projects:

1. senior leaders must actively lead and challenge
2. projects must be aligned to business outcomes
3. internal and external teams need to work towards the same goals
4. the project team is to have the skills and capacity to deliver the specified outcomes
5. learnings are identified and applied.

Insights from this report apply to all technology projects across the sector including those delivered by the PSBA.

*Auditor General's Report No 13: 2020-21 State entities 2020 (issued 11 February 2021)*

The Queensland Auditor-General is responsible for providing the Queensland Parliament with independent assurance of the financial management of public sector entities by auditing their financial statements. The report summarises QAO's analysis of the financial position, performance and sustainability of the Queensland state government, and the timeliness and quality of financial reporting by public sector entities controlled by the state government. The PSBA received an unmodified audit opinion and met statutory timeliness and quality requirements.

## Information systems and record keeping

The PSBA provided support, advice and assistance for the recordkeeping and information management systems of the public safety agencies.

Information relating to records management functions of the public safety agencies, developed to complement whole-of-government resources provided by the Queensland Government Chief Information Office and the Queensland State Archives, was available on the PSBA intranet. These resources provide advice regarding the management of public records in hard-copy or electronic form. The PSBA facilitated training for public safety agencies, as required, regarding relevant record keeping responsibilities. The PSBA also provided advice to the public safety agencies of any changes to legislation that may impact on their record maintenance.

During 2020-2021, the PSBA continued to promote effective digital recordkeeping governance, including advice on concepts and technologies related to the recognition and use of electronic approval processes and development of suitable options/approaches to facilitate continued progression to more efficient electronic information management practices.

A procedure enabling the digitisation of physical receipts and invoices associated with corporate card transactions under the whole-of-government Source Records Policy was implemented in 2020-2021.

The PSBA supported updates to a complex end-to-end electronic document and records management system-based workflow that underpinned the QPS recruiting process.

During the transition phase, preparing for the disestablishment of the PSBA, support and advice was provided to all business units of the PSBA to ensure appropriate guidance and direction was available in relation to archival practices and the closing of files.

All records (both hard-copy and electronic) may be destroyed once they have met their required retention period as stipulated in the *General Retention and Disposal Schedule for Administrative Records*. Records relating to core business functions can be destroyed when stipulations in an agency specific schedule have been met and the disposal authorised by the approved delegate.

No breaches occurred during the 2020-2021 period. No records were transferred to Queensland State Archives during 2020-2021.

### Information security attestation

During the mandatory annual Information Security reporting process, the Acting COO attested to the appropriateness of the information security risk management within the Agency to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the Agency's information security risk position.