

OBJECTIVE 4: BE EFFICIENT AND FINANCIALLY SUSTAINABLE

To remain financially stable, the QBCC endeavours to operate productively while achieving our goals. We need to embrace and use appropriate technology and the ingenuity of our people to overcome obstacles and challenges in the pursuit and achievement of our goals. We also recognise our fiduciary duty as a public sector organisation to properly manage and be accountable for the use of data, information and public funds, in delivering on the work set out by the government.

This objective captures that goal and our strategies include:

- financial management – we manage our finances responsibly
- operational excellence – we are efficient with our governance controls
- information and technology enabled – we use information and technology to improve everything we do.

TABLE 26: OBJECTIVE 4 PERFORMANCE MEASURES

	TARGET	ACTUAL	COMMENTS*
FINANCIAL MANAGEMENT – ACHIEVE BUDGET +/- 5%	See Financial Performance section in the Annual Report on page 51.		
DIVISIONS TO IDENTIFY ANNUAL BUDGET EFFICIENCY SAVINGS OF 5%	See Financial Performance section in the Annual Report on page 51		
IT SERVICES – POST RELEASE SATISFACTION	80%	89%	Digital release and governance processes are improving the overall quality of delivery outcomes as reflected in the performance of the measure.
IT SERVICES – HELP DESK SATISFACTION	85%	91%	Improvements in service desk response processes are positively impacting overall first level response timeframes and resolution.

* If there is any material variation from the 2022-2023 target and 2022-2023 actual result, commentary is provided to explain variances.

RISK MANAGEMENT

During 2022-2023, the QBCC continued embedding the risk policy, risk management framework and associated tools delivered in the previous year and continues to implement practices aligned with Australian standards (ISO 3100:2018 Risk management – Guidelines) and Queensland Government guidelines (Treasury's Guide to Risk Management).

Frequent workshops throughout the year to review and monitor strategic and operational risks, supported an uplift in risk knowledge and capability, particularly at more senior levels of the QBCC, further embedding a risk-based decision-making culture across the organisation.

With the establishment of a new QBC Board in December 2022, a comprehensive review of the QBCC's strategic and emerging risks was undertaken, and a review of QBCC's Risk Appetite is ongoing.

During 2022-2023 the QBCC continued a review of its suite of policies designed to support the identification, prevention, and management of fraud and corruption. This was intended to further strengthen the QBCC's fraud and corruption prevention framework and ensure it aligns with best practice and the requirements of integrity bodies such as the Crime and Corruption Commission (CCC), the Queensland Ombudsman and the Queensland Audit Office (QAO). The online reporting tool, *iDeclare*, launched by the Integrity and Complaints Branch mid-2020, continued to provide significant successes and take-up with employees making the necessary declarations of Conflict of Interest, Secondary Employment, Gifts and Benefits and Public Interest Disclosures.

The Integrity and Complaints Branch further strengthened its preventative approach during 2022-2023 by issuing proactive all-staff communication and conducting promotional activities to inform our people of how to manage offers of gifts and benefits, remind employees of their obligations in relation to official and confidential information and encourage reporting of wrongdoing.

INTERNAL AND EXTERNAL AUDITS

Over the 2022-2023 reporting period, the QBCC's internal auditors, O'Connor Marsden & Associates, completed an internal audit in the area of Corporate Governance and Assurance and commenced audits related to the Adjudication Registry and the QBCC's dispute resolution processes.

The QAO is the QBCC's external auditor under the terms of the *Financial Accountability Act 2009*.

PRUDENT INVESTMENT MANAGEMENT

The Finance, Audit and Risk Committee is responsible for monitoring the performance of its fund managers, Queensland Investment Corporation and Queensland Treasury Corporation. The Committee monitors performance through advice from the QBCC's fund managers, the QBCC's Leadership Team and economic information from other relevant sources. To support the Finance, Audit and Risk Committee in fulfilling its responsibilities, the Insurance Committee reviews the investment strategy applicable to the management of Insurance Fund investable assets.

RIGHT TO INFORMATION AND INFORMATION PRIVACY

The QBCC is committed to compliance with the objects of the Right to Information Act 2009 (RTI Act) and the Information Privacy Act 2009 (IP Act).

In 2022-2023, we finalised 224 applications under the RTI and IP Acts with 249,428 pages and 342 audio recordings assessed. Of the documents assessed, 221,787 pages were released in full, and 14,900 pages were partially released. There were 315 audio recordings released in full and 10 partially released to QBCC applicants. There were no IP Amendment applications received in 2022-2023. There were also two non-compliant RTI applications that were withdrawn by the applicants.

The QBCC Administrative Access (AA) Policy supports the proactive disclosure of information. This allows us to give access to certain types of information as a matter of course that is not considered contrary to the public interest, without the need for a formal application. We finalised 172 AA requests in 2022-2023, releasing 8,648 pages and one audio recording to QBCC customers.

Chapter 5 of the IP Act enables an individual to make a complaint about an agency's breach of the privacy principles within 12 months of the alleged breach. A privacy complaint form is available on our website.

Two privacy complaints were received by the QBCC in the reporting period. It was found that the QBCC had inadvertently breached the affected individuals' privacy in relation to use and disclosure, respectively.

Privacy is recognised as a human right under the *Human Rights Act 2019* (Qld) and the QBCC takes its obligations seriously in protecting its customers' privacy. Any privacy complaint received by the QBCC is thoroughly investigated taking into account the Information Privacy Principles under the *Information Privacy Act 2009* (Qld) and the Privacy Commissioner's guidelines. The complainant is then given a letter clearly outlining the QBCC's response to the complaint which informs the complainant whether the QBCC identified any breach of the Information Privacy Principles and if so, the steps taken by the QBCC to prevent this from reoccurring.

If complainants are not satisfied with the QBCC's response, they can make a formal complaint to the Privacy Commissioner

The QBCC will invest in resources which will allow us to be more proactive in the privacy sphere - an area that is becoming increasingly challenging in a rapidly expanding digital world.

OPEN DATA

The QBCC is required to publish certain annual report content through the Queensland Government's Open Data portal at <https://data.qld.gov.au>. The information published relates to:

- consultancies
- overseas travel
- Queensland Language Service Policy.

An overseas travel expenditure for the 2022-2023 reporting period was not required due to overseas travel not being undertaken by any officers of the QBCC.

RECORDS MANAGEMENT

The *Public Records Act 2002* and the QBCC's Information Management Policy mandate the capture, creation, storage and disposal of public records in accordance with Queensland State Archives-approved disposal authorities. The QBCC continues to work with Queensland State Archives to finalise its functional retention and disposal schedule, with completion expected in July 2023.

In meeting its public records governance responsibilities, the QBCC is dedicated to continually improving recordkeeping maturity to support sound business decision-making, effective governance, and accountability. A recordkeeping maturity assessment is completed on an annual basis, in line with recommendations from Queensland State Archives.

Roles and responsibilities for the management of public records are documented in the QBCC's Information Management Policy and Recordkeeping Guidelines. Mandatory recordkeeping training is provided at induction for new employees, along with mandatory online refresher training no less than every three years, augmented with the delivery of specialist recordkeeping training, as required.

A substantial percentage of records are created and captured electronically, with several initiatives planned to reduce reliance on paper records as the QBCC transitions to more digitally enabled services.