



Parliamentary
Budget Office

2022

2023

ANNUAL
REPORT

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This publication must be attributed as the *Parliamentary Budget Office Annual Report 2022-23*.

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Parliamentary
Budget Office

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LETTER OF TRANSMITTAL

OFFICIAL



Parliamentary
Budget Office

Stein Helgeby
Parliamentary Budget Officer

Senator the Hon Sue Lines
President of the Senate

The Hon Milton Dick MP
Speaker of the House of Representatives

Dear President and Speaker

I am pleased to present the Parliamentary Budget Office (PBO) Annual Report 2022-23 in accordance with section 65 of the *Parliamentary Service Act 1999* and section 46 of the *Public Governance, Performance and Accountability Act 2013*.

As required by section 10 of the *Public Governance, Performance and Accountability Rule 2014*, I certify that the PBO has taken all reasonable measures to appropriately deal with fraud relating to the PBO, including by having in place appropriate fraud prevention, detection, investigation and reporting mechanisms that meet its specific needs, and having prepared fraud risk assessments and fraud control plans.

Yours faithfully

Stein Helgeby

13 October 2023

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OFFICIAL

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01

Overview

Parliamentary Budget Officer's review

The 2022–23 year was the first of the 47th Parliament, and marked the ten year anniversary of the Parliamentary Budget Office (PBO). We completed our work for the 2022 General Election and commenced our work with the new Parliament. The number of requests received from parliamentarians was significantly higher this year than for the first year of the 46th Parliament. We were able to meet this demand through significant change to our processes and structures.

The year started with the release of the 2022 Election commitments report (ECR), a key component of electoral transparency and accountability.

Following the election we contacted new and returning parliamentarians setting out our services and how we aim to assist them in their parliamentary roles. This engagement was maintained throughout the year by running budget related seminars and undertaking targeted feedback interviews to assess the relevance and effectiveness of our work and to identify possible improvements to our practices.

Traditionally the first year of a new parliament sees a lower level of demand for our costing and budget analysis services, allowing more work on self-initiated products. This year the demand from parliamentarians was more than double compared to what we had anticipated based on the same period in the previous electoral cycle.

In this context of increased demand, we were able to meet our planned publication program through changes to our processes, systems and internal structure. We met our performance target of a median of fewer than 15 business days for responding to Parliamentary Requests.

That target had been set at the beginning of the PBO and had proven difficult to achieve over several years.

We developed, consulted on, refined and released a new interactive educational tool titled *Build your own budget*. Designed to support and inform policy debate by allowing parliamentarians, journalists and the public to undertake their own analysis of a range of changes that could impact on the budget. Feedback on this tool has been very positive, and we aim to continue enhancing the tool as one of our key products.

In response to earlier feedback we developed and deployed our new website. This will allow us to offer an improved experience for our stakeholders. For example, *Beyond the budget 2023-24*, was the first major publication in which we were able to use interactive graphs.

I would like to acknowledge the effort of the staff of the PBO who have delivered to a high level through both external and internal changes, including by innovating across the full range of our products and services.

THE YEAR AHEAD

Building on the achievements and momentum of 2022-23, our Corporate Plan 2023-24 published on 10 August 2023 sets out our approach and priorities for the next 4 years (2023-24 to 2026-27).

In the coming year, we will build on the relationships cultivated during the first year of the 47th Parliament, maintain and improve our service while preparing for the next election.

We will continue to update our systems, and technology, with the aim of enhancing our relationships with parliamentarians, while building our interactive tools and refreshing our staffing and capability plans.

Stein Helgeby
Parliamentary Budget Officer

The year in review

2022–23 was a year of reflection and innovation, as we completed our work for the 2022 general election and embraced the opportunities of the 47th parliament. Taking account of feedback, our aim was to lift our engagement and educational offering as well as improve our service levels, facilitated by investment in digital tools, data visualisation and a more flexible way of working.

Highlights for the year included:

- Publication of the 2022 Election commitments report (ECR), a once in 3 year report
- Responding to a higher than expected level of requests for costings and budget analysis in a more timely way, whilst maintaining quality
- Publishing a record level of self-initiated products in shorter more accessible pieces, including new interactive tools on our website
- Proactive outreach to stakeholders, including introducing our services to the new 47th parliament, a 10th anniversary conference, and refreshed feedback processes to ensure that we continuously improve our offering
- Leveraging technology to support innovation and better parliamentary request processes, including launching a new website, simplifying and unifying our costing models, as well as changing how we work to improve our capacity and resilience.

ELECTION COMMITMENTS REPORT

The ECR is a once in 3-years report that was published within our legislated deadline on 14 July 2022. It presents the budget impacts of the election policy platforms of all major parties – the Coalition, Australian Labor Party (ALP), and the Australian Greens – as well as any minor parties and independents who choose to be included. For the first time an independent, the member for Indi (Dr Helen Haines), opted into the report.

We identified 314 material commitments, and 2 interactions (a total of 316) for inclusion in the ECR (see Figure 1). The costing of these commitments was the culmination of work in the previous financial year, including the tracking of commitments over the election period.

For the first time, the report included detailed information on all individual election commitments and each party's combined policy platform over the medium term (the budget year and the next 10 years). Also included were distributional impacts for some policies, additional data and graphs on commitments and a more comprehensive set of budget balance information. An overall summary and quick guides were also published.

Figure 1: Material 2022 election commitments by party



The 2022 general election brought about a change in government. This provided a rare opportunity for large-scale external scrutiny of our costing methodologies, and to validate our approaches and assumptions.

Following the release of the ECR our internal auditors, BellchambersBarrett, undertook an after-action review of how the PBO responded to the general election and prepared for the ECR. The audit noted that the PBO had a high level of readiness with strategies established in advance of the election, including arrangements with other parliamentary departments for surge staff workforce. The PBO will build on these strengths in planning for the next general election.

BOX 1: PBO CONFERENCE – *BUILDING FISCAL INSIGHTS FOR THE DECADE AHEAD*

The PBO celebrated its ten-year anniversary in November 2022 by hosting an open invitation one day conference at Parliament House titled *Building fiscal insights for the decade ahead*.

The conference brought together world-leading experts to present on a range of topics relevant to the fiscal challenges for Australia and the region.

Around 100 delegates attended, including current key stakeholders as well as those critical to our initial formation.

We reflected on where we came from, received feedback about where we could go, and showcased what we already had in train for future development.

THE 47TH PARLIAMENT

The first year of a new parliament has historically been the point in the electoral cycle when demand for our confidential policy costing and budget analysis services is lowest. This provides an opportunity to reflect on performance over the last parliament and to adjust our approach. It also creates space to innovate and develop new tools to support parliamentarians, the public and our work.

In response to feedback from the 46th Parliament, we elevated our stakeholder outreach, engagement, and educational approach by proactively engaging with members of the 47th Parliament – this is an ongoing commitment. We also sought to improve the timeliness of our responses to parliamentary requests, and to be more accessible.

One of our key priorities for the new parliament was to enhance our interactions with parliamentarians, their staff, and committees. This included induction briefings (see Box 2), a seminar program called *Budget Insights* (see Box 3), and a PBO conference (See Box 1). We also pioneered new avenues to gather regular feedback from stakeholders to continually improve our services.

BOX 2: INDUCTION FOR THE 47TH PARLIAMENT

At the start of the year, we focused on supporting the commencement of the new parliament and engaging with new and returning parliamentarians. We developed and delivered a new induction program for members and their staff to increase awareness of our services and how they could reach out to us. We proactively engaged and met face-to-face with parliamentarians from all parties, including several group briefings in partnership with other parliamentary departments to explain our service offering and how we can best assist them with their role in parliament.

We delivered the following outreach activities:

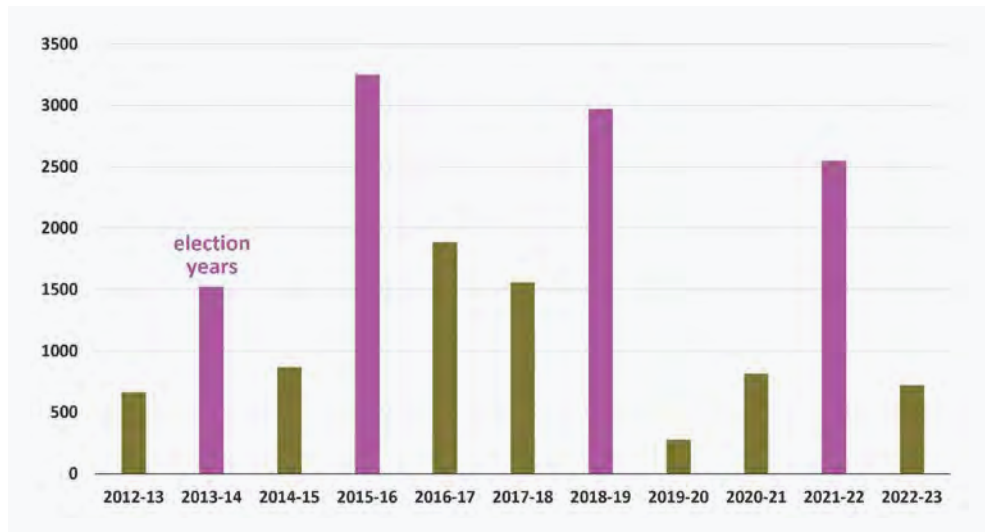
- Senate School – orientation session for new Senators
- House of Representatives – orientation session for new Members
- Individual parliamentary briefings
- Briefing for staff of the Research Branch, Parliamentary Library
- Briefing for Secretariat staff of Senate Committees
- 130 welcome letters delivered to new parliamentarians
- Welcome emails to staff of parliamentarians – this is an ongoing weekly activity where we send new parliamentary staff an email to introduce the PBO and provide guidance on our services.

PARLIAMENTARIAN REQUESTS

Our confidential policy costing and budget analysis services are available to all parliamentarians. Request volumes follow the electoral cycle, reducing immediately after an election before scaling up as policy platforms are developed and finalised, peaking in the election year. Whilst volumes have fallen in 2022-23 compared to 2021-22, they have not reduced as much as expected.

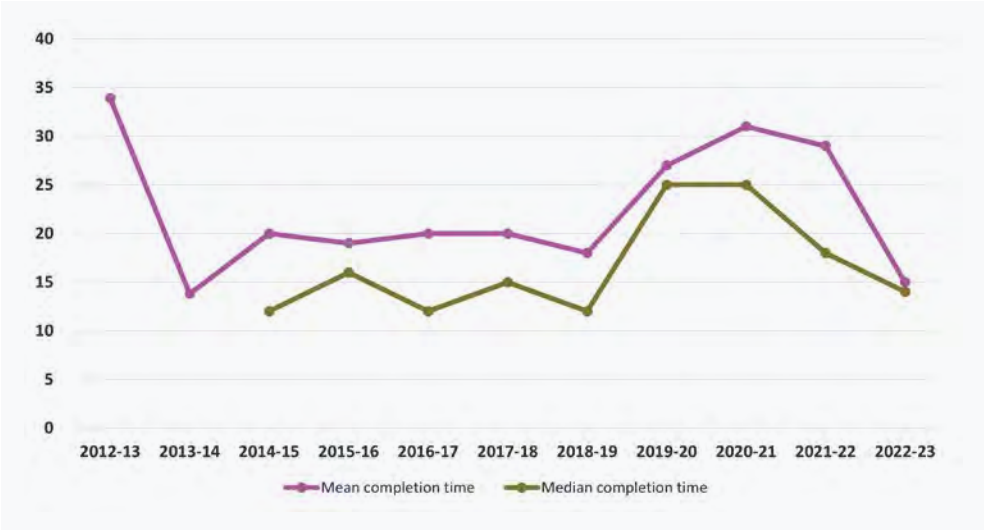
In 2022-23 the PBO received and completed over twice as many costing or analysis options, compared to the same period after the last election, 2019-20 (see Figure 2, and Box 4 in performance report section).

Figure 2: Total number of completed costing and budget analysis options



Notwithstanding higher volumes than expected, we met our performance target to deliver requests within 15 days, with a median time to completion for requests for the year of 14 days (Figure 3). For the first time, the average time to completion was within a day of the median target. In most years the average time is significantly higher than the median time, owing to some requests taking many weeks or months to complete due to their complexity.

Figure 3: Mean and median completion times for costing and budget analysis requests (days)



The improvements were driven by the following factors.

- A concerted effort to focus on our outstanding stock of request options, and to actively manage their progress to completion.
- A change in the internal structure of the PBO team groups. We moved to a more agile arrangement where all technical teams are involved in completing requests. In prior years the request and research functions were split into separate teams. This agile posture allows for a more flexible approach and means more resources can be brought to the request side of work as demand dictates.
- We invested in simplifying our models, where possible, including developing a new personal income tax costing model, and streamlining our data.

INFORMATION REQUESTS

We rely upon close and collaborative relationships with other Commonwealth agencies to provide us with key information and models to respond parliamentary requests. The arrangements are governed by protocols and a memorandum of understanding between agency heads that cover confidentiality and timeframes, amongst other things. Information requests can be urgent (5 days) or routine (10 days).

The timeliness of agency responses to our information requests is the key determinant in how quickly we can complete budget analysis and policy costings for parliamentarians. On average, over 2022-23, the median time to deliver a response to a parliamentarian was 10 days where an information request was not required, and 22 days where it was (more detail in performance statement table 8).

Table 1 provides high level performance data for Commonwealth agencies responding to PBO information requests over the past 6 years, showing almost all requests were received on time. Table 2 provides the breakdown of responsiveness for individual agencies in 2022-23.

Table 1: Responses to PBO information requests

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|--|---------|---------|---------|---------|---------|---------|
| Responses received in period | 429 | 549 | 175 | 523 | 538 | 354 |
| Percentage received on time (%) | 99 | 98 | 99 | 99 | 99 | 99 |
| Average response time (business days) | 9 | 7 | 12 | 11 | 6 | 10 |

We are very grateful to the agencies we engage with, their attentiveness and diligence in providing responses and in assisting us to understand the relevant data and models.

Table 2: Information request responsiveness by agencies in 2022–23

| Commonwealth entity | Responses received in period | Average of Time taken to respond (business days) | Responses received after due date | Per cent late |
|--|------------------------------|--|-----------------------------------|---------------|
| Attorney-General's Department | 8 | 10 | 0 | 0% |
| Australian Criminal Intelligence Commission | 1 | 5 | 0 | 0% |
| Australian Taxation Office | 33 | 7 | 1 | 3% |
| Department of Climate Change, Energy, the Environment and Water | 13 | 10 | 1 | 8% |
| Department of Defence | 2 | 11 | 0 | 0% |
| Department of Education | 16 | 6 | 0 | 0% |
| Department of Employment and Workplace Relations | 14 | 7 | 0 | 0% |
| Department of Finance | 41 | 8 | 1 | 2% |
| Department of Foreign Affairs and Trade | 1 | 11 | 0 | 0% |
| Department of Health and Aged Care | 17 | 7 | 0 | 0% |
| Department of Home Affairs | 9 | 11 | 0 | 0% |
| Department of Industry, Science and Resources | 4 | 9 | 0 | 0% |
| Department of Infrastructure, Transport, Regional Development, Communications and the Arts | 14 | 12 | 0 | 0% |
| Department of Social Services | 82 | 16 | 0 | 0% |
| Department of the Treasury | 62 | 10 | 0 | 0% |
| Department of Veterans Affairs | 23 | 10 | 0 | 0% |
| National Disability Insurance Agency | 2 | 7 | 0 | 0% |
| National Indigenous Australians Agency | 3 | 7 | 0 | 0% |
| Services Australia | 9 | 5 | 0 | 0% |

PUBLICLY RELEASED PARLIAMENTARIAN REQUESTS

Parliamentarian requests are usually prepared on a confidential basis, unless the requestor asks for it to be publicly released. In 2022-23, 18 costings or budget analyses were published, more than in any other year (excluding policies included in the election commitment reports), and more than the 4 released in the last post-election year, 2019-20. More detail is in the performance report (table 9).

SELF-INITIATED PROGRAM

In 2022-23, we released 19 publications, a record high (a full list is in the performance report, table 10). Our publications seek to support parliamentarians and the public to understand key aspects of the budget and fiscal policy issues. They provide the foundation for our *Budget Insights* seminar series (see Box 3).

We regularly review our self-initiated program agenda to deliver a mix of projects of varying size and complexity, that address the themes of:

- fiscal sustainability
- medium- and long-term fiscal risks
- improving understanding of the budget
- distributional analysis.

With two budgets in 2022-23 (October and May), we delivered two editions of our budget suite, including *Guide to the budget*, and chart snapshots (a total of 4 items). For the first time, the snapshots were published on the day the budget was brought down. We also produced 2 reports on fiscal sustainability, titled *Beyond the budget*, and a *National fiscal outlook*.

To support improved understanding of the budget, we refreshed our budget glossary and completed budget explainers on fuel taxation, the budget process, indexation and how superannuation is taxed. We also updated previous work with shorter pieces that we called Budget Bites, on Jobseeker Payment and trends in personal income tax.

We published and extended our *Historical fiscal data* to reach back to the start of federation. This is an accessible dataset of budget-related time-series not previously available anywhere in a single location.

During the year we also consulted on and released an interactive educational tool *Build your own budget* (BYOB). This tool involved an extensive resource investment by the PBO. It is designed to allow non-technical users to explore how a suite of policy changes and policy parameters would impact budget outcomes. (See the BYOB case study in the Annual Performance Statement for further information).

As part of our aim to make the complex accessible, we have increased the use of data visualisation tools, enhancing the interactivity of the material that we publish online using Power BI. We launched a new website and migrated publications to HTML pages with interactive charts.

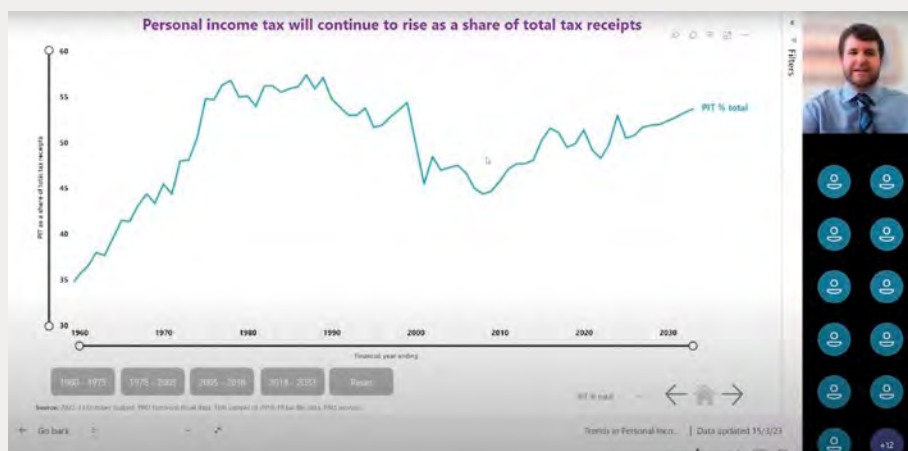
Delivering on a key suggestion from our stakeholder survey for the 46th Parliament, we finalised and launched our new website in June 2023. This allows us to offer an improved experience for our stakeholders through easy to use tiles directing users to the relevant part of the website and easy to use search functionality.

BOX 3: BUDGET INSIGHTS SEMINARS

To continue our outreach and engagement, we initiated a program of *Budget Insights* seminars providing information and support for parliamentarians and their staff on fiscal issues. These complement our suite of research products released on our website. For 2022–23, we held, and recorded, four seminars on the following topics:

- Guide to PBO services
- Budget papers and process – (repeating topic that is held alongside each budget publication)
- Trends in personal income tax.

We will continue to hold seminars to support parliamentarians and their staff.



STAKEHOLDER ENGAGEMENT AND EXTERNAL OUTREACH

We lifted our stakeholder engagement efforts for the 47th Parliament. This reflected in part our response to feedback from the 46th parliament, as well as a change in operational approach to lift our external focus through the following activities.

- Induction program for the 47th parliament (see Box 2)
- Education program for parliamentarians and their offices (see Box 3)
- Request management activities, including proactive relationship management with high volume requestors, and early and regular engagement with requestors to better understand request specifications and to manage expectations on timing
- External showcases, including the PBO conference, presenting work at the Conference of Economists and Australian Gender Economics Workshop, and various briefings to visiting international delegations.

We have continued to evolve our approach over the year, to ensure that we continue to be relevant and to meet requestor expectations. This has been supported by a process for more timely feedback. During the year we instigated a new stakeholder bi-annual interview process to gather feedback and better inform our efforts in meeting parliamentarian needs. These showed that overall our advice and products are timely, of a high quality and relevant to their needs, and that the PBO remains an important policy costing and budget analysis institution.

Overview of our Role and Governance

PURPOSE AND OUTCOME

Our purpose is to inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of policy proposals. This is set out in section 64B of the *Parliamentary Service Act 1999* (PS Act) and our corporate plan.

In our tenth year we continued our program of organisational reform to modernise our operations and our services. With the change in the composition of the parliament, and the associated needs of our stakeholders, and keeping prior and ongoing feedback in mind, we updated our purpose, vision and strategic priorities by explicitly outlining our vision and values (see Figure 4).

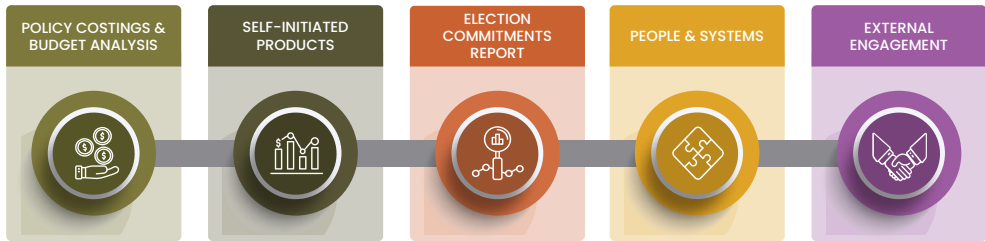
Our vision of enriching Australia's democracy through independent budget and fiscal analysis drives everything we do. Our values provide guiding principles for our staff, and what we seek to be known for. We pursue our vision through delivering on our strategic priorities of service excellence, operational effectiveness, providing independent and informative analysis, and investing in our people.

Figure 4: Our purpose, vision, values and strategic priorities and outcomes



ROLE AND CORE FUNCTIONS

To achieve our mandate we frame our activity across 5 core functions, as defined in our Corporate Plan 2022–23:



Policy costings and budget analysis

We provide all parliamentarians with access to advice on the financial implications of their policy proposals, based on the specifications they provide. Outside of the caretaker period for a general election, parliamentarians may submit requests for policy costings on a confidential basis. This means we are required to keep both the request and our response in confidence.

During the caretaker period for a general election, there is a different process for costings. Parliamentary parties and independent parliamentarians can request costings of their publicly announced election policies. We publish these requests, complete the analysis, and publicly release the costing as soon as possible.

We also provide parliamentarians with access to information relating to the budget. They can request this information on a confidential basis, regardless of when the request is made.

Our policy costing and budget analysis services are available to parliamentary committees on issues that fall within our mandate.

Parliamentarians can choose to publicly release advice we provide, in addition they can request that we publish the advice on our website.

Self-initiated products

We publish self-initiated publications and information papers on the budget and fiscal policy settings. Through our self-initiated work, we seek to improve budget transparency and promote improved and informed public understanding of fiscal policy and budget policy issues.

Our self-initiated publications include reports, chart packs and tools that present key budget information in a more readily accessible, and increasingly interactive format.

Election commitments report (ECR)

After each general election, we publish a report that shows the budget impacts of the election commitments of each of the major parliamentary parties. This report presents the impacts on a policy-by-policy basis, as well as the aggregate impact of each party's policy platform. Minor parties and independents may choose to opt in to have their election commitments included in this report.

The purpose of this report is to provide transparency around the fiscal impact of election commitments. It serves an important role in encouraging parliamentary parties to announce fully costed election commitments and to publish their policy platforms prior to polling day.

People and systems

Our people and systems function develops and implements our organisational strategies and policies. This includes managing the delivery of a broad range of corporate services including human resources, financial management and reporting, governance and compliance, performance reporting, risk management, information management and communications.

We aspire to a strategic approach to managing our data and models that seeks to enhance corporate memory, mitigate key risks and facilitate our ambitions for performance and accuracy.

We strive to provide a working environment which recognises that people are key to our success and supports them to perform at their best, including by providing clear learning, development and career pathways.

External engagement

We support our vision of enriching Australia's democracy through independent budget and fiscal analysis, by proactively pursuing ways to engage with our stakeholders through regular outreach and education opportunities.

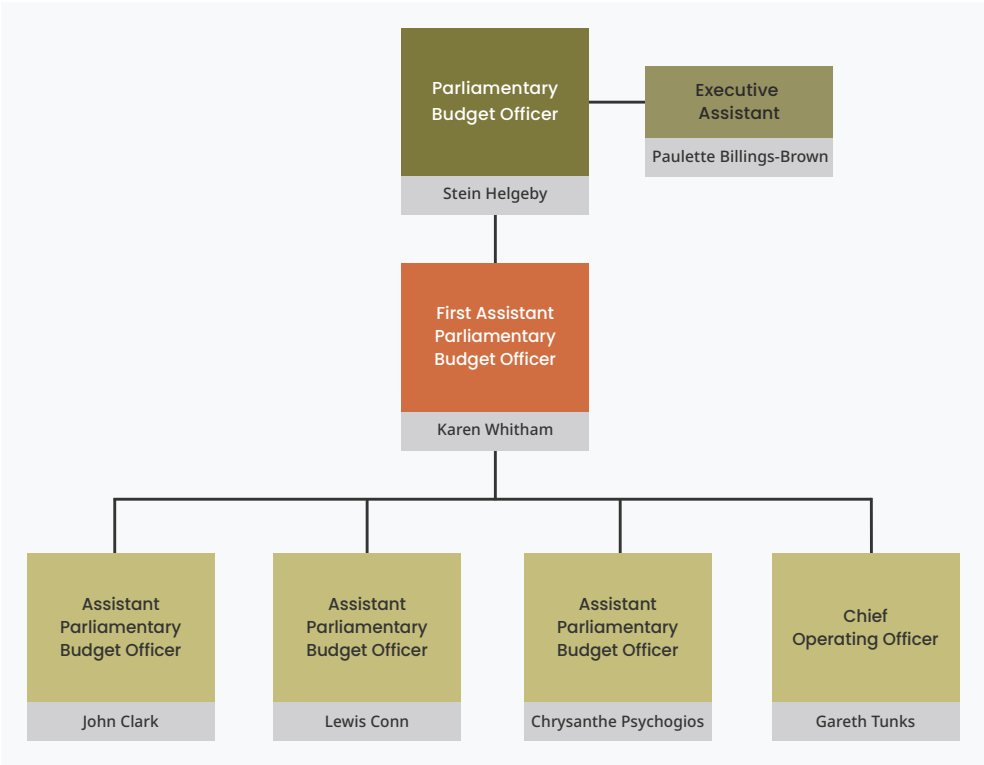
We seek to continually improve our services and their accessibility, conducting a major stakeholder survey once every parliamentary term. We have established a variety of new avenues to gather regular feedback, including targeted bi-annual client interviews.

Better understanding the needs of parliamentarians and working to make complex information easier to consume supports our role in improving public understanding of budget and fiscal policy issues.

ORGANISATIONAL STRUCTURE

We have a small, dedicated workforce of around 45 employees, led by the Parliamentary Budget Officer. The Parliamentary Budget Officer is supported by senior executives who have responsibility for delivering against our core functions (see Figure 5).

Figure 5: PBO Executive structure as at 30 June 2023



We adopt a flexible operating model to maximise efficiency and enable us to meet the demand for our services. Our Assistant Parliamentary Budget Officers oversee delivery of our policy costings and budget analysis, self-initiated work, and ECR functions. Our Chief Operating Officer leads our people and systems, and external engagement functions.

02

Performance

Annual Performance Statement

STATEMENT OF PREPARATION

As required under paragraph 39(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), I present the 2022–23 Annual Performance Statement for the Parliamentary Budget Office (PBO).

As the Accountable Authority of the PBO, in my opinion, this Annual Performance Statement is based on properly maintained records, accurately presents the PBO’s performance for the reporting period and complies with subsection 39(2) of the PGPA Act.

Stein Helgeby
Parliamentary Budget Officer
13 October 2023

PURPOSE

Our purpose is to inform the Parliament, by providing independent and non-partisan analysis of the budget cycle, fiscal policy and the financial implications of proposals. This is outlined in section 64B of the Parliamentary Service Act and in the Corporate Plan 2022–23.

This purpose is supported by a single outcome and program as articulated in the PBO Portfolio Budget Statements 2022–23. Outcome statements describe what the Government requires the PBO to achieve using resources allocated through the Commonwealth budget process.

PERFORMANCE REPORTING FRAMEWORK

The 2022–23 Annual Performance Statement provides an assessment of our actual performance against our purpose, key activities, performance measures, and targets set out in the Corporate Plan 2022–23 and the Portfolio Budget Statements 2022–23.

Table 3 provides detail of the alignment between the PBO’s Corporate Plan 2022–23 and its Portfolio Budget Statements.

Table 3: Alignment between the PBO Portfolio Budget Statements 2022–23 and the PBO Corporate Plan 2022–23

| | |
|--|---|
| Portfolio Budget Statements 2022–23 | <p>Outcome – Inform the Parliament by providing independent and non- partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.</p> <p>Program 1.1 – The PBO provides all parliamentarians access to confidential costing and budget analysis services to improve the quality of the public policy debate. The PBO undertakes research and publishes analysis to improve public understanding of fiscal and budget policy issues and enhances transparency around the financial implications of election commitments.</p> <p>Key activities –</p> <ul style="list-style-type: none"> • Prepare high quality policy costings and budget analysis on request from parliamentarians on a confidential basis, and in a timely manner. • Undertake self-initiated research of fiscal and budget policy issues and publish this analysis. • Prepare and publish a report of election commitments after each general election. <p>Proactive engagement with the parliamentarians, other agencies and key stakeholders.</p> |
| Corporate Plan 2022–23 | <p>Purpose (page 1) – To inform the parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy and the financial implications of proposals.</p> <p>Key activities (page 4) –</p> <ul style="list-style-type: none"> • Policy costings and budget analysis: Prepare high quality policy costings and budget analyses at the request of parliamentarians in a timely manner. Develop and maintain our costing and projection models and databases. • Self-initiated products: Publish analysis that promotes a better understanding of the budget and fiscal policy settings, with a particular focus on sustainability of the budget over the medium term. Develop analysis and tools to complement our publications. • Election commitments report: Prepare and publish a report analysing the budget impact of the election commitments of parliamentary parties after the next general election. • People and systems: Modernise our website and introduce new digital tools that are more user focused. Invest in our people to drive efficiency and effectiveness and continuous improvement. Continue to build and mature our internal capabilities. • External engagement: Proactive engagement with the 47th Parliament and key stakeholders. <i>Budget Insights</i> education program. Review and update our suite of information sheets. |

Our performance measures include a mix of effectiveness, output, and efficiency metrics, and assess how our key activities support the achievement of our purpose and outcome. During the electoral cycle the work of the PBO will vary in composition, as such comparative data from previous financial years and previous parliaments have been included throughout the Annual Performance Statement where available and applicable.

In 2022, we revised our performance measures and targets to better reflect our core work, including a focus on external engagement with stakeholders. The ‘stakeholder satisfaction’ performance measure was expanded to capture levels of satisfaction with the customer service experience provided by the PBO.

We also developed and tested new ways of collecting more timely and unbiased stakeholder feedback, including undertaking periodic semi-structured interviews with stakeholders. This collection methodology has produced meaningful data to date. It will continue to be reviewed and refined to inform our performance measures in 2023–24.

Additionally, during 2022–23, we started collecting metadata on policy costings and budget analysis requests, to develop an evidence base to provide more context in relation to our performance results against our efficiency measure: ‘the median time to complete policy costings and budget analysis requests’. This centred around the information requests sent to Government departments and agencies for data to underpin the completion of costing and budget analysis. For the first time, this additional information has been included in our Annual Performance Statement.

We have assessed our overall performance against each performance measure for 2022–23 using the below 3-point scale.

Table 4: Definitions for the assessment of measures

| Achieved | Substantially achieved | Not achieved |
|--|--|---|
| The PBO has met all elements of the target; the intended result was achieved as planned. | The majority of criteria have been met; however, the intended result was not fully achieved during the reporting period. | Only a minority of the criteria have been met; or not at all. |

PERFORMANCE SUMMARY FOR THE 2022-23 REPORTING PERIOD

In 2022-23, we performed well against our purpose and the performance measures set out in the Corporate Plan 2022-23. Of the 14 performance targets documented in the Corporate Plan, our performance result was 'achieved' against 11 targets. We 'substantially' achieved our targets for 2 performance measures and did not achieve our target against 1 performance measure.

Those targets not fully achieved relate to media mentions of published material and reflect factors outside the PBO's direct control.

We are proud of the process improvements we have made, and the resulting performance achieved over 2022-23, including the following key highlights:

- We delivered a higher volume of Parliamentary Requests than we anticipated, in a timelier manner whilst maintaining quality.
 - For the first time in 4 years, we have achieved our performance target of a median of fewer than 15 business days for responding to Parliamentary Requests.
 - This was achieved whilst completing more than double the number of request options in the comparable period after the 2019 election.
- We published our report on the budget impact of election commitments within the timeframes required by legislation. This included for the first time, an Independent member opting in to have their commitments costed and reported on. The report included a total of 314 costed commitments.
- We maintained and expanded a high-quality self-initiated work program to build public understanding of key budget issues, exceeding our planned publication schedule.
 - This, in part, reflected a move to shorter, more audience focused pieces on topics including indexation, superannuation, income and fuel taxation, Jobseeker Payment and understanding the budget, as well as the 2022-23 and 2023-24 budget chart packs.
 - We also added to our historical fiscal data series, delivered a national fiscal outlook and 2 Beyond the budget reports on fiscal sustainability.
- We consulted on and released a public version of *Build your own budget*, an innovative education and practical tool that allows users to adjust selected policies and economic parameters to gauge the effect on the government's fiscal position.
- We expanded our external engagement activities and delivered a new and improved, user focused PBO website. This will be a platform for an enhanced service offering in 2023-24 and beyond.

The following table summarises the performance measures published in our Corporate Plan 2022-23 and provides an assessment of our annual performance against our measures and targets.

Table 5: Results summary 2022–23

| Performance measure | 2022–23 target | 2022–23 result |
|---|--|----------------|
| Output | | |
| Number of policy costing and budget analysis requests completed | Equal to or greater than historical levels in the election cycle | Achieved |
| Number of PBO research products | 5 major reports | Achieved |
| | 4 occasional reports | Achieved |
| Percentage of major reports published at the time specified by our schedule (reports related to the budget) | 100% | Achieved |
| Publication of the election commitments report within the legislative timeframe | Less than 30 days after the end of the caretaker period or 7 days before the first sitting day of parliament | Achieved |
| Efficiency | | |
| Median time to complete policy costing and budget analysis requests | Fewer than 15 business days (non- caretaker) | Achieved |
| | Fewer than 5 business days (caretaker) | Not applicable |

| Performance measure | 2022-23 target | 2022-23 result |
|--|---|-------------------------------|
| Effectiveness | | |
| Percentage of publicly released costings referenced in the public debate | 100% | Substantially achieved |
| Demand for PBO research products | 220 total mentions | Not achieved |
| | 100% of all major research reports are reported on by a major news outlet | Substantially achieved |
| Demand for the election commitments report | 90% of mentions are positive or neutral | Achieved |
| Proportion of pre-election costings that have informed election commitments (election commitments report specific) | 60% | Achieved |
| Satisfaction | | |
| Satisfaction and/or perception of stakeholders (media mentions) | 90% of mentions are positive or neutral | Achieved |
| Satisfaction and/or perception of stakeholders (customer service quality) | 85% of feedback is positive or neutral | Achieved |
| Satisfaction and/or perception of stakeholders (quality of outputs) | 85% of feedback is positive or neutral | Achieved |

Detailed performance results and analysis¹

Core function 1: Policy costings and budget analysis



Key activity: Prepare high quality policy costings and budget analyses at the request of parliamentarians in a timely manner.

Source: Corporate Plan 2022–23, page 4

Portfolio Budget Statements, 2022–23, page 9

Criteria 1: Output

Stable or increasing demand and timely provision of costing services, particularly from repeat clients, suggests that the PBO’s outputs are relevant, of high quality and timely. Performance results for 2022–23 are assessed against the previous comparable time in the election cycle (2019–20 – as the most recent post-election year).

| | |
|---------------------|--|
| Performance measure | Number of policy costing and budget analysis requests completed |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022–23 target | Equal or greater than historical levels in the election cycle |
| 2022–23 result | Achieved |

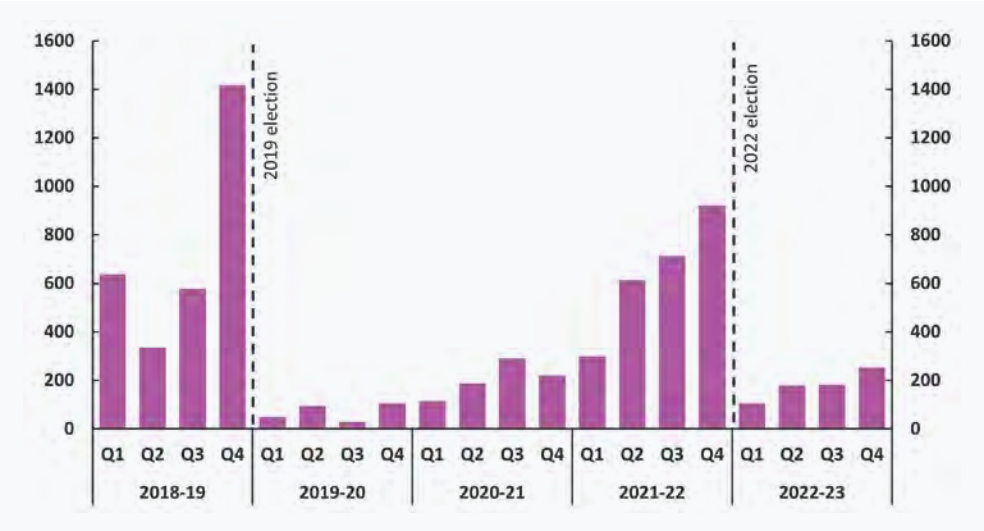
¹ The methodology and data sources against each performance measure are included in the Corporate Plan 2022–23.

Results

We have assessed our performance against this measure as ‘achieved’. In 2022-23 we received a total of 781 requests from parliamentarians (see Table 6). Compared to 2019-20 (the most recent post-election year), we have exceeded that year’s performance result (332 total requests received for the full year).

In 2022-23, we completed a total of 721 costing request options (see Table 6), this was considerably higher than we had anticipated (see Box 4). This result is more than double the number of request options completed for the 2019-20 year (279 total requests completed). On this basis, we have met our annual target of demand equal to or greater than historical levels in the election cycle. Figure 6 below presents the historical context for the number of request options completed.

Figure 6: Number of completed request options from parliamentarians²



² The data sources are from the PBO’s Parliamentarian Request app and SharePoint records.

Table 6: Costing and budget analysis request performance³

| | 19-20 total | 20-21 total | 21-22 total | 22-23 Q1 | 22-23 Q2 | 22-23 Q3 | 22-23 Q4 | 22-23 total |
|---|----------------|----------------|--------------------|-------------|-------------|------------------|------------------|------------------|
| Request options outstanding at the start of period | 20 | 40 | 343 | 35 | 51 | 56 | 26 | 35 |
| Request options received in period | 332 | 1,253 | 3,241 ^a | 124 | 187 | 158 ^c | 312 ^d | 781 ^d |
| Request options completed in period | 279 | 813 | 2,550 ^a | 105 | 180 | 183 | 253 | 721 |
| Average time to completion (business days) | 27 | 31 | 29 | 20 | 14 | 19 | 12 | 15 |
| Median time to completion (business days) | 25 | 35 | 18 | 19 | 15 | 19 | 10 | 14 |
| Request options withdrawn in period | 33 | 137 | 999 ^b | 3 | 2 | 5 | 4 | 14 |
| Request options outstanding at the end of period | 40 | 343 | 35 | 51 | 56 | 26 ^c | 81 ^d | 81 ^d |

Note, the table identifies the number of 'options' received by the PBO, noting that a single request can contain multiple options. The number of options for a request is assessed as part of confirming the exact specification of the request.

- This includes 316 costings prepared for the 2022 Election commitments report. 314 costings were for commitments by parties and 2 additional costings were for interactions between policies.
- Most of these requests were automatically withdrawn due to the expiration of the 46th Parliament in accordance with the PBO's legislative mandate which does not allow for requests to carry over between parliaments.
- Since the last report we have re-examined metadata for the third quarter of 2022-23 and recalculated the number of options for requests that were outstanding and have since been completed. Adjustments to the completed option count has led to a net upwards revision of 5 options compared to the figures shown in the previous quarterly performance report.
- This is a preliminary number based on an initial assessment of the number of options involved in the parliamentary request and is subject to change on completion of the costing.

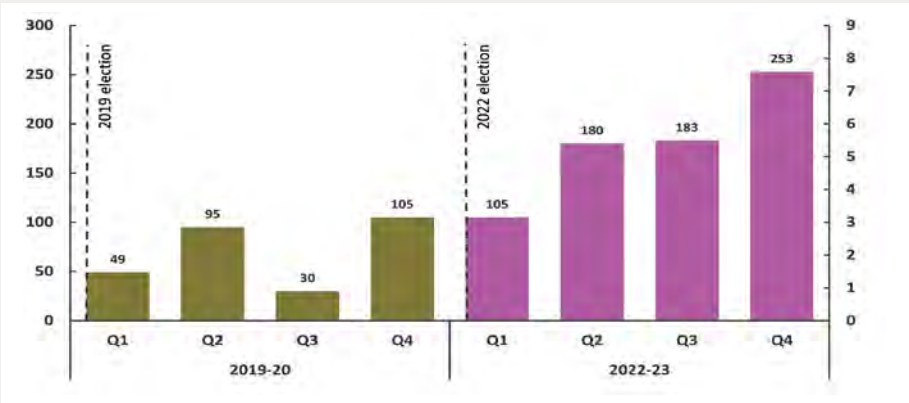
³ The data sources are from the PBO's Parliamentarian Request app and SharePoint records. The data for each request is verified at the completion of each request. This includes checking that public holidays and periods when costings are placed 'on hold' by the client are accurately reflected in the data.

BOX 4: PBO ACTIVITIES AFTER A GENERAL ELECTION

The PBO exists to inform Parliament through independent and non-partisan analysis of the budget cycle, fiscal policy and the financial implications of proposals. The primary way we do this is through responding to parliamentary requests.

The volume of requests reflects the election cycle – the closer to an election, the more requests, with fewer requests just after the election. However, when comparing the last 2 post-election years, there has been a marked increase in request activity in the 47th Parliament, compared to the previous one (Figure 7). The increase in 2022-23 may reflect changes in the composition of the Parliament, including a change in Government.

Figure 7: Number of request options completed in post-election periods

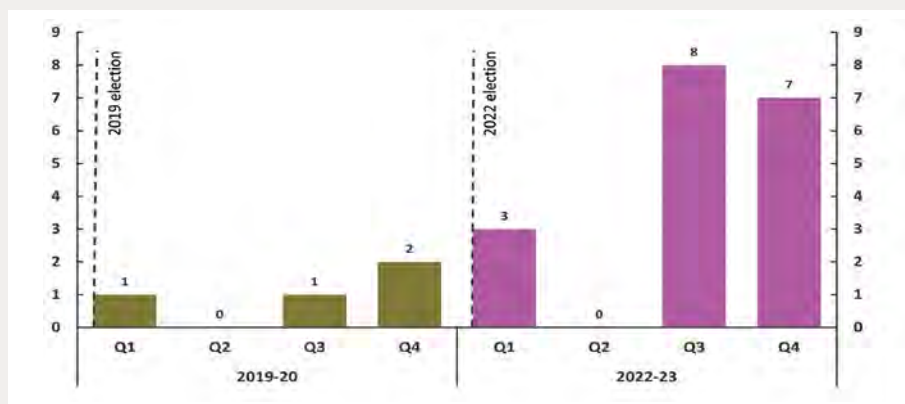


There has also been a marked increase in the number of requests being released publicly by the PBO (Figure 8). In 2019-20, only 4 requests were publicly released by the PBO, compared to 18 in 2022-23. The increase in the number of publicly released costings can be attributed to their direct relevance to matters before Parliament throughout the year.

Continued >

Whether or not a costing is publicly released is not entirely within the PBO's control. Costings are automatically publicly released following completion where a request is submitted on a non-confidential basis by a parliamentarian. Additionally, some costing requests are legislatively required to be publicly released (such as those completed on behalf of a parliamentary committee). Across 2022-23, the majority of publicly released costings were released at the request of the parliamentarian.

Figure 8: Number of requests publicly released (same period in the election cycle)



Criteria 2: Efficiency

The PBO strives for efficiency in providing our policy costings and budget analysis services to parliamentarians. This measure is a proxy for efficiency and is a timeliness target based on the median time to complete policy costings and budget analysis requests. Results against this measure are interpreted to provide evidence of the PBO's performance in terms of efficiency of outputs as assessed by time to completion against our targets.

| | |
|----------------------------|--|
| Performance measure | Median time to complete policy costing and budget analysis requests ⁴ |
| Outcomes | Operational effectiveness and efficiency: Ensure our internal operations are effective and efficient |
| 2022-23 target | Fewer than 15 business days (non-caretaker) |
| 2022-23 result | Achieved |

⁴ This is calculated using the number of business days from when the request is received to when the request is provided, excluding any time where the PBO is waiting for additional information from the requestor to complete the response. Timeliness in relation to the completion of costing and budget analysis requests is the way in which the PBO is best able to measure efficiency.

Results

We have achieved our performance target for 2022-23. The average time to completion across 2022-23 was 15 days and the median time to completion was 14 days (see Table 7). This represents an ongoing improvement from the period immediately after the last election, 2019-20 (average time of 27 days and median time of 25 days), and from 2021-22 (average time of 29 days and median time of 18 business days).

Table 7: Completion of costing and budget analysis requests from parliamentarians and parliamentary parties⁵

| | 19-20 total | 20-21 total | 21-22 total | 22-23 Q1 | 22-23 Q2 | 22-23 Q3 | 22-23 Q4 | 22-23 total |
|---|----------------|----------------|--------------------|-------------|-------------|-------------|-------------|----------------|
| Request options completed in period | 279 | 813 | 2,550 ^a | 105 | 180 | 183 | 253 | 721 |
| Average time to completion (business days) | 27 | 31 | 29 | 20 | 14 | 19 | 12 | 15 |
| Median time to completion (business days) | 25 | 25 | 18 | 19 | 15 | 19 | 10 | 14 |

Note: the table identifies the number of 'options' received by the PBO, noting that a single request can contain multiple options.

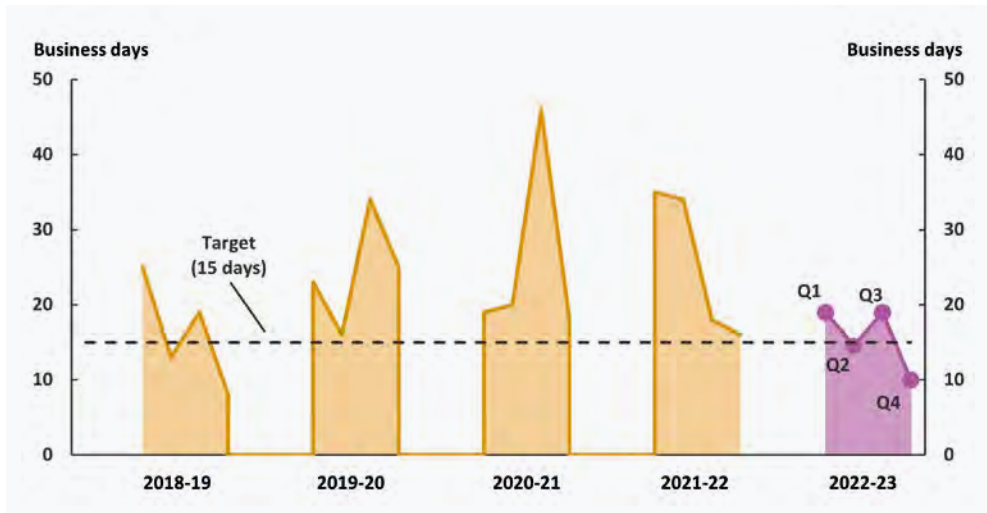
a. Includes 316 costings prepared for the 2022 Election commitments report.

⁵ The data sources are from the PBO's Parliamentarian Request app and SharePoint records. The data for each request is verified at the completion of each request. This includes checking that public holidays and periods when costings are placed 'on hold' by the client are accurately reflected in the data.

The improvement in time to completion reflects a variety of factors, including a concerted management focus on improving service delivery. It may also be attributed to earlier engagement with requestors to better understand the specifications and costing requirements, a relatively larger volume of requests not requiring information from other Commonwealth agencies (refer to the additional information on 'size and complexity metrics', including Table 8), and improved data modelling and tools within the PBO.

Figure 9 presents the historical context for median response times for costing requests.

Figure 9: Median response time for policy costing and budget analysis requests



Size and complexity metrics

Since 1 July 2022, the PBO has been collecting additional metadata on policy costings and budget analysis requests, to develop an evidence base to provide more context to performance outcomes (specifically the median time taken to complete policy costings and budget analysis requests).

One factor which appears to have a particularly strong relationship with the average and median time to completion, is whether the PBO needs to source information from Commonwealth agencies via one or multiple information requests to complete a response. Analysis indicates that for 2022-23, the median time to completion was 12 business days longer for costing requests which required an information request, compared to those that did not (refer to Table 8).

In 2022-23, the PBO's strongest performance against the 'median time to completion' measure was in quarter 4 (median time to completion: 10 business days). This coincided with the period where the PBO had the lowest relative share of request options requiring an information request (18%, compared to 35% or higher in the other quarters of 2022-23).

Table 8: Completed costing and budget analysis requests, disaggregated by whether the request required an associated information request⁶

| | 22-23 Q1 | 22-23 Q2 | 22-23 Q3 | 22-23 Q4 | 22-23 total |
|---|-------------|-------------|-------------|-------------|----------------|
| Request options completed | 105 | 180 | 183 | 253 | 721 |
| <i>With information requests</i> | 42 | 63 | 70 | 45 | 220 |
| <i>Without information requests</i> | 63 | 117 | 113 | 208 | 501 |
| Percentage with information requests | 40% | 35% | 38% | 18% | 31% |
| Average time to completion (business days) | 20 | 14 | 19 | 12 | 15 |
| <i>With information requests</i> | 19 | 21 | 27 | 17 | 22 |
| <i>Without information requests</i> | 20 | 11 | 14 | 11 | 13 |
| Median time to completion (business days) | 19 | 15 | 19 | 10 | 14 |
| <i>With information requests</i> | 15 | 22 | 23 | 17 | 22 |
| <i>Without information requests</i> | 20 | 9 | 14 | 10 | 10 |

Note: the table identifies the number of 'options' received by the PBO, noting that a single request can contain multiple options. The number of options for a request is assessed as part of confirming the exact specification of the request.

⁶ The data sources are from the PBO's Parliamentarian Request app and SharePoint records. The data for each request is verified at the completion of each request. This includes checking that public holidays and periods when costings are placed 'on hold' by the client are accurately reflected in the data.

CRITERIA 3: EFFECTIVENESS

PBO costings continued to be an important input to the formulation of policy by parliamentary parties and individual parliamentarians. The PBO endeavours to make it as simple as possible to publish, at a parliamentarian's request, costings we have prepared for them. This includes making publicly released costings available on the PBO website.

The reference to PBO outputs in the public debate suggests that the PBO's outputs are relevant. We assess the number and nature of mentions of our costings in the public debate.

| | |
|---------------------|--|
| Performance measure | Percentage of publicly released costings referenced in the public debate |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022-23 target | 100% |
| 2022-23 result | Substantially achieved |

Results

Our performance result against this measure is 'substantially achieved'. In 2022-23, a total of 21 responses to parliamentarian requests were made publicly available on our website and 15 requests were referenced by media or other relevant sources (72%) (see Table 9).

It is noted that 3 publicly released responses pertaining to employment services were released in accordance with section 64(U) of the *Parliamentary Service Act 1999*.⁷ These responses were referenced or drawn upon by the Select Committee on Workforce Australia Employment Services in its interim report and recorded as a public reference.

⁷ Section 64(U) of the *Parliamentary Service Act 1999* requires that requests and responses undertaken at the request of a parliamentary committee be publicly released.

In comparison to the last financial year, the percentage of publicly released costings referenced in the public debate is lower (2021–22: 7 costings were made publicly available, with 100% referenced in the public debate), but the number of publicly released costings this year is significantly higher.

This performance measure is influenced by Parliamentarians' announcement of costed policies and media reporting of publicly released costings. The PBO sends an email to Parliamentarians, staffers and those who have subscribed to the distribution list and posts on the PBO's social media (X (Twitter) and LinkedIn) to communicate when a costing has been publicly released and published on our website.

Not all publicly released costings are referred to in the media, and some costings receive significantly more attention than others. For example, the two costings released on stage 3 tax cuts through the year, received more media mentions than all other publicly released costings combined (93 versus 80 (Table 9)).

More broadly, the volume of published costings is significantly higher than at the same time in the previous election cycle (see Box 4).

Table 9: Publicly released responses to Parliamentary requests in 2022–23

| Title of parliamentary request | Date of publication | Number of references | Media source |
|---|---------------------|----------------------|--|
| Quarter 4 | | | |
| Legalisation of vaping products | 29 June 2023 | 0 | Not applicable |
| Expanding Paid Parental Leave eligibility to PhD candidates | 26 June 2023 | 0 | Not applicable |
| Changes to franked distributions funded by capital raisings | 31 May 2023 | 0 | Not applicable |
| Distributional analysis of the Stage 3 tax cuts | 17 May 2023 | 30 | media release, online media articles, print media articles, radio media mentions, a speech, and a television mention |
| Financial Costings for a Commonwealth Environment Protection Agency | 11 May 2023 | 4 | media release, online media articles, print media articles, radio media mentions |
| Changes to franked distributions funded by capital raisings | 2 May 2023 | 6 | media release, online media articles, print media articles |
| The cost of nuclear submarines | 1 May 2023 | 9 | online media articles, print media articles, radio media mentions, Senate estimates questions |
| Restoring Parenting Payment Single 1 | 28 April 2023 | 10 | media release, online media articles, print media articles, radio media mentions |
| Restoring Parenting payment Single 2 | 28 April 2023 | 0 | Not applicable |
| Make Gas Exporters Pay Taxes and Royalties | 26 April 2023 | 4 | online media articles, radio media mentions |
| Quarter 3 | | | |
| Home Battery Incentive Scheme | 27 March 2023 | 1 | Print |

| Title of parliamentary request | Date of publication | Number of references | Media source |
|--|---------------------|----------------------|--|
| Government owned affordable housing build | 30 March 2023 | 6 | Print, radio and online media |
| Expenditure on employment services | 2 March 2023 | 1 | Interim report for parliamentary committee |
| Employment services information – Part 1 – Cancellations, suspensions and costs per commencement | 2 March 2023 | 1 | Interim report for parliamentary committee |
| Employment services information – Part 2 – Financial information | 2 March 2023 | 1 | Interim report for parliamentary committee |
| Suburb Zero pilot in the ACT | 27 February 2023 | 8 | Print, radio and online media |
| Legalise Cannabis Nationally | 31 January 2023 | 21 | Print, radio, online media and television |
| Increase in the Assistance for Isolated Children Allowance | 12 January 2023 | 0 | Not applicable |
| Quarter 2 | | | |
| Nil – None publicly released | Not applicable | Not applicable | Not applicable |
| Quarter 1 | | | |
| Legacy of ongoing Morrison Government fossil fuel handouts | 20 September 2023 | 8 | online media article and radio |
| Stage 3 tax cuts distributional analysis | 30 August 2023 | 63 | media release, online media articles, print media articles, radio media mentions, a speech, and a television mention |
| Changing the definition of “fuel efficient cars” in Section 25.1(4) of the Luxury Car Tax Act 2008 | 28 August 2022 | 0 | Not applicable |

Note: Number of references include daily media monitoring, speeches, media releases, interviews, and other sources as appropriate, including parliamentary publications. Date of publication refers to the ‘completed response released’ date on the PBO website.

Core function 2: Self-initiated products



Key activity: Publish analysis that promotes a better understanding of the budget and fiscal policy settings, with a particular focus on sustainability of the budget over the medium term.

Source: Corporate Plan 2022–23, page 4

Portfolio Budget Statements, 2022–23, page 9

Our program of self-initiated products focuses on research and analysis that informs the assessment of medium-term trends and pressures facing Australia's fiscal position.

The program also seeks to improve the understanding of the budget by parliamentarians and the public, including through improving accessibility and transparency of budget data.

Our 2022–23 program is set out in the Corporate Plan 2022–23, it features a focus on shorter reports aimed at enhancing understanding of budget concepts and transparency. We also took the opportunity to adapt the program to new and emerging issues through the year.

Criteria 1: Output

The PBO’s 2022–23 program of self-initiated products focused on education, research and analysis that informs the assessment of medium-trends and pressures facing Australia’s fiscal position. Demand for our research products suggests that our research is relevant, of high quality and timely.

Major self-initiated reports included recurring publications related to government economic and fiscal updates. This includes our budget snapshots, medium-term projections in *Beyond the budget*, and the collation of all government budgets in the *National Fiscal Outlook*. Our Budget Explainer series, Budget Bites and Historical fiscal data publications are treated as occasional publications.

For reporting purposes, self-initiated products that are not considered as ‘major reports’ but are defined as ‘occasional reports’.

| | |
|---------------------|--|
| Performance measure | Number of PBO research products |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022-23 target | 5 major reports |
| | 4 occasional reports |
| 2022-23 result | Major reports: Achieved |
| | Occasional reports: Achieved |

Results

In 2022–23, we published a total of 14 ‘occasional reports’, exceeding our annual target of 4 ‘occasional reports’ and 5 ‘major reports’, meeting that target (see Table 10). Accordingly, we have achieved our annual targets against this performance measure for both occasional and major reports.

Table 10: List of published reports in 2022–23⁸

| Title of publication | Date of publication | Major or occasional |
|--|---------------------|---------------------|
| Quarter 4 | | |
| <i>Beyond the budget 2023–24: Fiscal outlook and scenarios</i> | 28 June 2023 | Major |
| <i>Build Your own budget: 2023–24 Budget</i> | 28 June 2023 | Occasional |
| <i>Guide to the 2023–24 Budget</i> | 10 May 2023 | Occasional |
| <i>2023–24 Budget snapshot</i> | 9 May 2023 | Major |
| <i>Historical fiscal data</i> | 9 May 2023 | Occasional |
| <i>Indexation & the budget – long-term impacts</i> | 2 May 2023 | Occasional |
| <i>How is super taxed?</i> | 29 April 2023 | Occasional |
| Quarter 3 | | |
| <i>Indexation and the budget – an introduction</i> | 1 March 2023 | Occasional |
| <i>JobSeeker Payment: COVID–19, age & gender</i> | 12 January 2023 | Occasional |
| Quarter 2 | | |
| <i>Build your own budget – consultation release</i> | 15 December 2022 | Occasional |
| <i>Beyond the budget 2022–23: Fiscal outlook and scenarios (including a fiscal sustainability dashboard)</i> | 8 December 2022 | Major |
| <i>Trends in personal income tax</i> | 18 November 2022 | Occasional |
| <i>Guide to the 2022–23 October Budget</i> | 27 October 2022 | Occasional |
| <i>2022–23 October Budget snapshot</i> | 25 October 2022 | Major |
| <i>Historical fiscal data</i> | 25 October 2022 | Occasional |
| <i>National fiscal outlook: As at 2022–23 Budgets</i> | 5 October 2022 | Major |
| Quarter 1 | | |
| <i>Overview of the budget process</i> | 27 September 2022 | Occasional |
| <i>Fuel taxation in Australia</i> | 21 September 2022 | Occasional |
| <i>Budget Glossary – various entries</i> | August 2022 | Occasional |

⁸ The data source is the PBO website.

The publication program evolved over the year, with new topics being identified as the year progressed. This is consistent with our approach to the development of our work program, whereby we retain some flexibility to include topics of work throughout the year. Only one planned publication, a Budget Explainer on dividend imputation, was not completed during 2022-23, as it was de-prioritised in favour of other deliverables. It is now expected to be completed in 2023-24.

CRITERIA 1: OUTPUT

The PBO measures whether our research reports are published on time, while the specific triggering event (e.g. budget release) remains relevant.

| | |
|----------------------------|--|
| Performance measure | Percentage of major reports published at a time specified by our schedule (reports related to the budget) |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022-23 target | 100% ⁹ |
| 2022-23 result | Achieved |

RESULTS

We have achieved our annual target for 2022-23 of '100% of major reports are published on time' as shown in Table 11.

The slight delay for the 'National fiscal outlook' in quarter 2, reflected a tactical timing decision on release – Wednesday rather than Monday, so that the report could reflect any change to the Reserve Bank of Australia's overnight cash rate, which was announced on Tuesday, 4 October 2022.

Reports are delivered in accordance with our schedule and published whilst the triggering event remains relevant.

⁹ Publication dates are specified on the PBO website.

Table 11: Target publication dates for major reports 2022–23

| Title of publication | Date of publication | Target Date |
|---|---------------------|------------------|
| Quarter 4 | | |
| <i>Beyond the budget 2023–24: Fiscal outlook and scenarios</i> (target: within 2022–23) | 28 June 2023 | 30 June 2023 |
| <i>2023–24 Budget snapshot</i> (target: 2023–24 Budget night, 9 May 2023) | 9 May 2023 | 9 May 2023 |
| Quarter 3 | | |
| None scheduled or published | | |
| Quarter 2 | | |
| <i>Beyond the budget 2022–23: Fiscal outlook and scenarios (including a fiscal sustainability dashboard)</i> (target: 2 months after 2022–23 October Budget) | 8 December 2022 | 23 December 2022 |
| <i>National fiscal outlook: As at 2022–23 Budgets</i> (target: 2 months after ACT Budget, 2 August 2022) | 5 October 2022 | 3 October 2022 |
| <i>2022–23 October Budget snapshot</i> (target: 2022–23 October Budget night, 25 October 2022) | 25 October 2022 | 25 October 2022 |
| Quarter 1 | | |
| None scheduled or published | | |

CRITERIA 2: EFFECTIVENESS

The number and nature of media mentions indicates demand for our research products over time. The media has discretion over whether or not they report on our research products, including the quality of reporting they produce. Results are interpreted as evidence of the PBO's contribution to the public debate and may demonstrate the level and extent of our influence.

The performance result for this measure is determined by considering the number of media mentions and if the media source is considered a 'major news outlet' (a 'major news outlet' is defined as a 'national' news source with a substantial readership size).

Data sources include daily media monitoring (Hansard, print and online media, radio transcripts, media releases, etc.) and other sources as appropriate.

| | |
|----------------------------|--|
| Performance measure | Demand for PBO research products |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022-23 target | 220 total mentions ¹⁰ |
| | 100% of all major research reports are reported on by a major news outlet |
| 2022-23 result | Not achieved |
| | Substantially achieved |

RESULTS

For 2022-23, we have recorded 97 total mentions for our research products. We have not achieved our annual target of 220 total media mentions. The quarter 4 result was the highest in 2022-23, with *Beyond the budget 2023-24* and *Bracket creep and its fiscal impact* receiving the most media mentions (9 and 7 respectively). It should be noted that the PBO did not release a major report in quarter 1 and quarter 3 of 2022-23, which (if published) may have resulted in a higher number of media mentions.

While the number of media mentions for 2022-23 was lower than our target of 220 total mentions, this does not necessarily reflect the value placed on our products by the media or their readers.

For example, during quarter 3 of 2022-23, we received a very positive public response to a PBO research product (the consultation release of Build your own budget), referenced by a major news outlet:

¹⁰ Historical data regarding the annual total of media mentions for our research products has informed the annual target of 220 total media mentions (220 total mentions represents a 10% increased performance target over the average number of mentions for the last 3 years).

'Last month, the Parliamentary Budget Office released an incredibly useful tool for our economic debate ... The PBO has provided us all with an extremely valuable tool. We can now see how the budget interacts with economic growth and also the impact of different tax cuts and welfare payments on both the budget bottom line and debt over time.'

The Guardian, 12 January 2023

The [article](#) generated over 700 responses in The Guardian's comments section.

In addition, the [demonstration video](#) for our *Build your own budget* tool, published on 28 June 2023, garnered around 1,700 views on YouTube, indicating a high level of engagement with the tool.

The PBO published a total of 5 'major reports' in 2022–23, of which, 3 were reported on by a major news outlet. The 2 Budget 'snapshots' published immediately following the 2022–23 October and 2023–24 May Budgets were not reported on, however, this is consistent with historical precedent. As such, we have substantially achieved our annual target, with 50 to 99% of major reports reported in by a major news outlet.

More feedback on our self-initiated publications is referenced in the section below on the performance measure: 'Satisfaction and/or perception of stakeholders'.

Core function 3: Election commitments report



Key activity: Prepare and publish a report analysing the budget impact of the election commitments of parliamentary parties after the next general election.

Source: Corporate Plan 2022–23, page 4

Portfolio Budget Statements, 2022–23, page 9

CRITERIA 1: OUTPUT

After each general election, the PBO is required to publish a report that presents the budget impacts of each of the election commitments of the major parliamentary parties, including their aggregate impact on the fiscal position. Minor parties or independent parties may choose to opt in to have their election commitments included in this report.

The election commitments report (ECR) helps Parliament and the public hold parties to account by creating a record of all promises with financial implications made during an election and their impact on the budget. The ECR must cover the commitments of all major parliamentary parties and may cover the commitments of the minor parties and independents if they choose.

The PBO measures the timeliness of the publication of the ECR to provide evidence of compliance with our legislative obligations.

We are required by legislation to publish the ECR by the later of 30 days from the end of the caretaker period, or within 7 days before the first sitting day of parliament. For 2022, this was 19 July.

As the ECR was published in the 2022–23 financial year, our performance results against ECR-related measures are included in this Annual Performance Statement.

| | |
|---------------------|--|
| Performance measure | Publication of the election commitments report within the legislated timeframe |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022–23 target | Less than 30 days after the end of the caretaker period or 7 days before the first sitting day of parliament |
| 2022–23 result | Achieved |

RESULTS

The 2022 ECR was published on the PBO website within our legislated deadline on 14 July 2022. As we met the legislated publication timeframe, the performance result for this measure is 'achieved'.

The report was the culmination of significant preparation work throughout the 2021–22 financial year. It included 314 costings of election commitments with financial implications. Key innovations in the report included: improved readability and greater accessibility through additional context, more charts and publication in HTML rather than just a PDF document.

For the first time the independent member for Indi, Dr Helen Haines MP, elected to be included in the report.

Following the report's release our internal auditors undertook a post-implementation review assessing the PBO's management of peak demand during the 2022 election. This included a review of our level of preparedness leading up to the election, processes to support the management of peak workload in the period, and the overall ECR product, identifying any areas for improvement. The review included consultation with:

- External stakeholders from political parties
- External stakeholders responsible for preparing the budget
- Internal stakeholders directly involved in preparedness and delivery
- Internal stakeholders providing support.

The review made many positive observations, including that the PBO had a high level of readiness and preparedness strategies established in advance of the election; and developed strategies to manage resourcing during the caretaker period and immediately thereafter by seconding staff from line agencies and other parliamentary departments to work on costings and fulfil commitment tracker roles.

Lessons learnt from the 2022 ECR process will be taken into account in preparing for the next time this report is required. This will include enhancements to critical tools, a workforce strategy, and a continued focus on maintaining and strengthening effective relationships with parliamentary parties, independent parliamentarians and government agencies.

CRITERIA 2.0: EFFECTIVENESS

The usefulness of our costings analysis and the trust placed in the agency in informing the election platforms of non-government parties and individuals, as measured by the proportion of commitments submitted for inclusion in the 2022 ECR that are informed by work done by the PBO.

If the PBO's outputs are relevant and of high quality, they will inform the policy formulation process of non-government parties and parliamentarians who choose to opt into the ECR process. It is not necessarily the case that all costings will be included in election manifestos or fiscal plans, as the costing is an input to the policy development process. However, if our advice and analysis is useful and provides insight into the financial implications of relevant policy initiatives, we should be able to see it reflected in the manifesto or fiscal plan.

The use of our services for costing uncapped commitments goes to a level of trust in the PBO. Trust in our capability to deliver robust costings and trust in our ability to maintain confidence.

| | |
|----------------------------|--|
| Performance measure | Proportion of pre-election costings that have informed election commitments (election-commitments report-specific) ¹¹ |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022-23 target | 60% ¹² |
| 2022-23 result | Achieved |

RESULT

The performance result against this measure is 'achieved'. For the 2022 election, in aggregate, 64% of election commitments submitted prior to polling day by the Australian Labor Party (ALP), the Australian Greens (Greens) and Dr Helen Haines were informed by PBO costings. The Coalition used the services of the Departments of the Treasury, and Finance to cost their proposals.

Results are calculated as commitments determined by the Parliamentary Budget Officer as meeting the criteria for inclusion in the ECR that were informed by PBO work, divided by all commitments included in the ECR.

¹¹ This is the first time that the PBO is reporting performance results against this measure. This is a new measure for the purposes of the 2022-23 Corporate Plan.

¹² A baseline was established considering the estimated proportion of commitments reflecting a PBO costing in past commitment lists (2016: 51%, 2019: 50%). The target has been set considering historical levels (60% for 2022-23).

CRITERIA 2.1: EFFECTIVENESS

The number and nature of media mentions indicates demand for our ECR over time. Results are interpreted as evidence of the PBO's contribution to the public debate.

Data sources include daily media monitoring and other sources as appropriate.

| | |
|---------------------|--|
| Performance measure | Demand for the election commitments report |
| Outcomes | Independent and informative analysis: Produce high-value outputs to improve understanding of the budget and fiscal policy issues |
| 2022-23 target | 90% of mentions are positive or neutral |
| 2022-23 result | Achieved |

RESULT

We have assessed our performance against this measure as 'achieved'. The total number of media mentions for the ECR during 2022-23 is 50 mentions. All mentions were assessed as either positive or neutral. As such, we have achieved our target of '90% or more of mentions are positive or neutral'.

In 2022-23, mentions have appeared in the ABC, Channel 7, and a range of metropolitan and regional news outlets. References to the ECR were largely in relation to the potential budget impact of those election commitments that were expected to be announced in the October 2022-23 Budget.

SATISFACTION AND/OR PERCEPTION OF STAKEHOLDERS

i. Media mentions

| | |
|---------------------|---|
| Performance measure | Satisfaction and/or perception of stakeholders |
| Outcomes | Independent and informative analysis: Media mentions demonstrate how we are perceived as an agency by our external stakeholders |
| 2022-23 target | 90% of mentions are positive or neutral |
| 2022-23 result | Achieved |

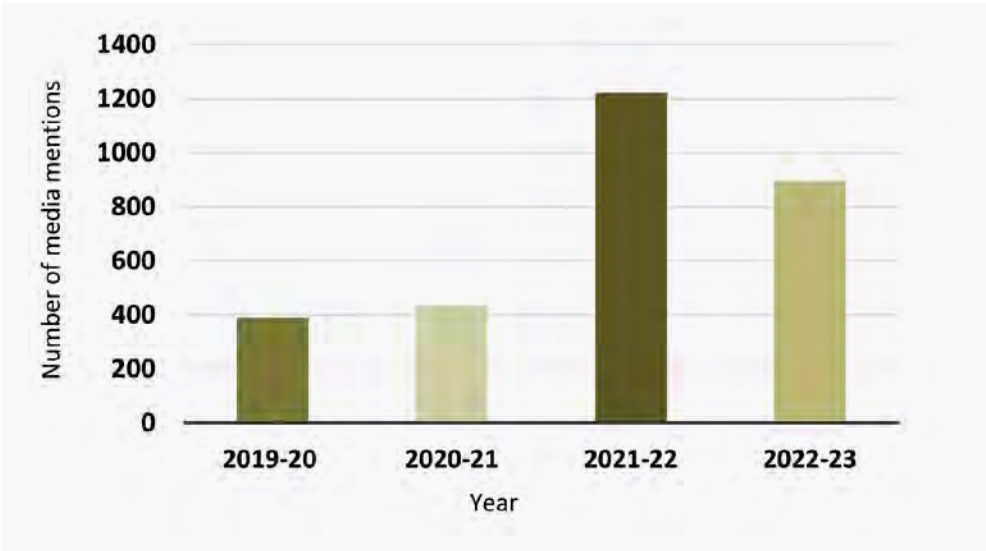
Media mentions demonstrate how we are perceived as an agency by our external stakeholders and also suggest that the PBO’s outputs are relevant.

Results

We have assessed our performance against this measure as ‘achieved’. For 2022-23, we have recorded a total of 895 media mentions (see Figure 10).

In comparison to previous year, the number of media mentions is lower (2021-22: 1,221 media mentions). However, this is not unexpected, as 2021-22 was an election year. 90% or more of these mentions were assessed as positive or neutral.

Figure 10: Number of media mentions by year



Most media mentions are captured in published articles in print or online format by major Australian news outlets. The remaining mentions include a combination of mentions in Parliament, media releases, online news articles from independent sites and television/radio transcripts.

ii. Feedback on customer service quality and the quality of our outputs

| | |
|---------------------|--|
| Performance measure | Satisfaction and/or perception of stakeholders |
| Outcomes | Service excellence: Feedback from our stakeholders (including parliamentarians) indicates they are satisfied with the customer service quality (support, engagement, and timeliness of this service) provided by the PBO. |
| | Independent and informative analysis: Feedback indicates our outputs (self-initiated work, policy costing and budget analysis and election commitments report) are relevant, high quality and timely, and/or our work is undertaken with independence, transparency and integrity. |
| 2022-23 target | 85% of feedback is positive or neutral |
| 2022-23 result | Customer service quality: Achieved |
| | Output: Achieved |

Feedback from our stakeholders¹³ provides opportunities for continuous improvement and increased efficiencies in service delivery. Performance results for 2022-23 have been determined following an assessment of the nature of feedback from the following sources:

- Direct feedback provided by stakeholders in response to costings and budget analysis work completed.
- Periodic qualitative feedback on work experiences with the PBO including:
 - Feedback from stakeholders post completion of a sample of costing requests completed in the period 1 October 2022 to early December 2022).¹⁴
 - One-on-one, semi-structured conversations with a sample of stakeholders for parliamentarian requests completed over the period July to December 2022.
- Unsolicited feedback received via email/private briefings/meetings.
- Other sources as appropriate.

¹³ The PBO's stakeholders include Parliamentarians and their advisers and staff, Parliamentary committees, the Joint Committee of Public Accounts and Audit, Presiding Officers, commonwealth agencies, the media, and the public.

¹⁴ Feedback was sought for all responses to requests with a registration number ending in a '0 or 5' to ensure that the sample was free from bias. This methodology was implemented as the registration number is not influenced by any factors other than the order in which a request is submitted.

Results

We continue to evolve our approach to obtaining timely stakeholder feedback, with a view to obtaining a good balance between timeliness and independence in our approach.

In 2022-23, we trialled a sample-based feedback mechanism for completed parliamentary requests, undertaken collected via the teams preparing the costing. Whilst feedback obtained through this process was positive, it did not have sufficient independence, consistency, or rigour to achieve our objectives. As such, a decision was made to cease this feedback collection mechanism.

Additionally, we also developed a methodology for collecting feedback from a sample of our stakeholders through one-on-one conversations, undertaken by staff independent of the costings team. In quarter 3 of 2022-23 we initiated a semi-structured interview approach to gaining feedback from parliamentarians that have requested costings or budget analysis. This will continue in 2023-24.

The feedback we obtained from the semi-structured interviews was positive, with all surveyed participants being either satisfied or very satisfied with the PBO's service. More detail on the semi-structured interviews and other sources of feedback is outlined below.

SEMI-STRUCTURED STAKEHOLDER INTERVIEWS

In February and March 2023, the PBO undertook a series of semi-structured interviews with a random sample¹⁵ of stakeholders to obtain qualitative feedback.

A total of 6 stakeholders, across various political parties and independent members, were interviewed. They represented around a quarter of our total client pool over the sample period (comprising of a total of 25 unique parliamentarians). Due to the size of the sample and the random selection methodology used (eliminating selection bias), we consider the sample to be representative of our total client pool.

Semi-structured interviews included a mixture of binary (yes or no), scale and open-ended questions to gather deeper thoughts and richer examples. Interview questions were drawn from other feedback mechanisms, including the triennial stakeholder survey so that trends in data can be identified over time. Looking forward, we hope to identify trends in the data to further inform our performance against this measure in 2023-24.

¹⁵ In line with our random sampling methodology, the sample of stakeholders was determined by selecting costings ending in a 2 or 8 and every 2nd or 8th withdrawn costing from the data set of costings completed in a six-monthly period (July to December 2022).

Overall, an assessment of the feedback provided shows that on average, stakeholders are satisfied with the quality of outputs and their direct work experiences with the PBO. Feedback provided by stakeholders was largely positive in nature, and highlighted a number of areas where the PBO has performed well:

- Participants were asked to rate the **quality** of the costing/budget analysis prepared by the PBO on a five-point scale of 1 (very dissatisfied) to 5 (very satisfied). 50% of participants were 'very satisfied' with the quality of the response prepared, whilst the other 50% indicated that they were 'satisfied'.
- Participants were also asked to rate their overall satisfaction level with regards to their **direct experiences** with the PBO on a five-point scale of 1 (very dissatisfied) to 5 (very satisfied). 4 out of 6 participants indicated that they were 'satisfied' with their direct experiences, while 2 out of 6 participants stated that they were 'very satisfied'.
- When asked whether costing requests were completed in a **timely** manner, participants provided positive feedback. Where there was a delivery delay, participants noted that this was communicated by the PBO.
- Participants also indicated overall that the information they received from the PBO was **relevant** to their enquiry and easy to understand. Additionally, stakeholders saw value in upfront discussions with PBO staff about costings work, as they provided an opportunity to clarify a request and to ask questions.

One stakeholder expressed some negative feedback in relation to their direct work experiences with the PBO, stating that they had received some pushback from staff and experienced inflexibility from the PBO in relation to the design of a costing request. The comments however did not impact the overall positive ratings that the participant provided (on a scale of 1 to 5) in relation to quality of outputs and customer service experience.

The interviews also identified opportunities for further improvement in the following areas: client awareness and external engagement, output, and the costings process. The PBO is committed to continuous service improvement. Relevant functions within the agency have considered the feedback. Suggestions for improvement have largely been implemented into business-as-usual activities or are part of a future plan of work.

We thank stakeholders for their participation in the interviews. A second tranche of interviews was undertaken in August 2023. Following completion, we hope to identify trends in the data to further inform our performance against this measure in 2023–24.

BOX 5: CASE STUDY – BUILD YOUR OWN BUDGET

During quarter 3 of 2022–23, we sought user feedback on the *Build your own Budget* (BYOB) experimental interactive tool on the PBO website.

The BYOB consultation release survey had a total of 50 responses¹⁶, and 5 people separately sent an email to feedback@pbo.gov.au. The overall theme of the responses received was that users wanted more levers and functionality in the tool.

The feedback was considered in the development of the next version of the tool, released on 28 June 2023.

The new version allowed users to vary:

- Net overseas migration
- Goods and Services Tax – rate and base
- Parenting Payment Single and Partnered
- Carer payment
- Hospital funding growth cap
- Hospital funding split between the Commonwealth and the States
- National Disability Insurance Scheme spending growth.

Based on the feedback provided, we also further improved the product by incorporating bug fixes and methodological enhancements, as well as improvements to the user interface.

The interactive tool was promoted on the ABC News website, with the following quote:

‘It looks like a fantastic resource for economics teachers and students and that weird political junkie in your friendship group.’

ABC News, 28 June 2023

Additionally, the Australian Council of Social Service (ACOSS) ‘Budget Priorities Statement 2023–24 – Submission to the Treasurer’, referenced information and analysis from the ‘Beyond the Budget 2022–23’ publication.¹⁷ This demonstrates that our self-initiated work is relevant, valuable and of high-quality. The tool also received positive attention at Senate Estimates hearings in February 2023.¹⁸

¹⁶ Data as at 30 June 2023.

¹⁷ https://www.acoss.org.au/wp-content/uploads/2023/03/ACOSS_Budget-Priorities-Statement_2023-24.pdf accessed 16 March 2023.

¹⁸ Commonwealth of Australia 2023, *Senate: Proof Committee Hansard*. Retrieved from ParlInfo – ParlInfo – Finance and Public Administration Legislation Committee : 13/02/2023 : Estimates : PARLIAMENTARY DEPARTMENTS : Parliamentary Budget Office (aph.gov.au)

UNSOLICITED FEEDBACK¹⁹

In relation to completed parliamentary requests, positive feedback (beyond the standard receipt of acknowledgement) was directly received during 2022–23 from a number of stakeholders. The feedback indicates that stakeholders are satisfied with the quality of our outputs and their customer service experience.

Specifically, feedback was given by one stakeholder that the information provided by the PBO meets the needs of the requestor.

Additionally, another stakeholder provided positive feedback in relation to the quality and ‘robustness’ of the analysis and information provided by the PBO.

On another instance, we received unsolicited feedback from a stakeholder thanking the PBO for its ‘constructive engagement’ on a completed costings request.

In 2022–23, positive feedback was directly received from a key parliamentarian regarding the quality of the occasional report titled Fuel taxation in Australia. The summary and graphic in the report was highlighted as particularly useful. We continue to increasingly look at ways to incorporate graphics and charts into our self-initiated products to improve usability and public understanding of fiscal issues.

Positive feedback was also received via email in relation to a university lecture presented by a PBO senior staff member on the role of the PBO in supporting parliamentarians and fiscal and policy issues in Australia.

Other sources:

During the year, an academic institution requested permission from the PBO to reproduce graphics from the ‘2021–22 Budget at a glance’ for an open access textbook. This reflects the quality of the publication and demonstrates the relevance of our work.

Additionally, in May 2023, a chart from our second Indexation Explainer was featured on the ABC news finance segment. This demonstrates the relevance and quality of our occasional reports.

¹⁹ Unsolicited feedback sources, such as emails, are captured by PBO staff as part of day-to-day business and saved in a folder on Share Point.

03

Management and accountability

Corporate governance

Our operations are primarily governed by the *Parliamentary Service Act 1999* (68 Act) and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Our work is also governed by other relevant legislation and policies, including workplace relations legislation and a suite of Australian Government policies.

Under the PS Act and the PGPA Act, the Parliamentary Budget Officer is accountable for our performance and compliance with legislative requirements.

The key components of our governance framework are oversight by the Parliamentary Budget Office (PBO) Executive Board, and the Audit and Risk Committee (ARC). The PBO has frameworks for risk management, policies and delegations. We also participate in Parliament House-wide governance arrangements.

PBO EXECUTIVE BOARD

The PBO Executive Board comprises the Parliamentary Budget Officer, all Senior Executive Service (SES) officers, and a Director on a rotating basis. It meets weekly to oversee delivery of our business objectives, including strategic alignment of activity, operational performance and wellbeing, risk monitoring and management.

The Executive Board considers key performance information on a regular basis, including the status of outstanding parliamentary requests, the timeliness of our responses progress of self-initiated products, and citations in the media.

The Executive Board also considers risks on a rolling basis, to monitor any changes in the risk environment and update risk ratings and treatments accordingly.

In accordance with our Information Governance Framework, the Executive Board serves as the Information Governance Committee, ensuring through a digital first approach, risk management, resource allocation and individual proposals that information governance is managed within the organisation.

PBO ICT STEERING COMMITTEE

The PBO's ICT Steering Committee (ICT SC) is an advisory body that reports to the Parliamentary Budget Officer through the Executive Board. Its role is to support PBO in creating and protecting value from the use of information and technology, and to effectively mitigate and manage ICT risks. Membership includes the SES leads for Strategy, Data and models, Parliamentary Requests and the Chief Operating Officer, the IT Security Adviser, Systems and Processes team lead and a staff Citizen developer.

The committee was previously responsible for the PBO ICT upgrade project and continued to provide some oversight and management of ICT at the PBO following the end of that project. The Terms of Reference were revamped in late 2022-23 to ensure its scope and responsibilities across all PBO ICT were clear, and was formally approved by Executive Board in early 2023-24.

The ICT SC meets monthly. It considers matters relating to the implementation of the Executive Board's strategic vision for ICT, monitoring performance of IT, maintaining oversight of projects, providing advice on ICT risks and opportunities, and making recommendations to staff project managers, Executive Boards and the Parliamentary Budget Officer.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) provides independent advice and assurance to the Parliamentary Budget Officer about our governance arrangements. Issues covered include financial reporting, performance reporting and risk management. In 2022-23, the ARC comprised three independent members and met five times during the financial year. Table 12 provides information on the independent members of the ARC.

The Chief Operating Officer, Chief Financial Officer, other relevant PBO staff, representatives from the Australian National Audit Office, and our internal auditors also attended these meetings, as observers.

Our Audit and Risk Committee charter is available online at <https://www.pbo.gov.au/about-the-pbo/performance-and-reporting/information-and-privacy/audit-and-risk-committee-charter>.

Table 12: Qualifications and remuneration of the PBO Audit and Risk Committee

| Person | Meetings attended | Remuneration |
|-------------------------------|-------------------|--------------------|
| Chair – Wendy Southern | 5 / 5 | \$17,325.00 |

Dr Wendy Southern PSM is a retired senior public servant. During her APS career she held senior positions in the Department of the Prime Minister and Cabinet, the (then) Department of Immigration and Citizenship (later Border Protection), the Department of Health and the Australian Security Intelligence Organisation. Wendy's responsibilities ranged across policy, program management, compliance, whole of government coordination and chief operating officer roles. She was involved in senior governance frameworks in all of those positions.

Wendy retired in May 2020 and is currently a member of the audit committees for the Department of Finance, the National Archives of Australia the Department of Health and the Australian Federal Police.

| | | |
|------------------------------|--------------|--------------------|
| Member – Carol Lilley | 5 / 5 | \$17,033.07 |
|------------------------------|--------------|--------------------|

Ms Carol Lilley is currently serving on a range of other Australian Government audit committees. A former partner of PricewaterhouseCoopers (2004–2011), Ms Lilley's background is in financial statements, internal audit, and risk management. She is now an independent director and audit committee member. Ms Lilley has a Bachelor of Commerce, is a GAICD, FCA and is a certified internal auditor.

| | | |
|---------------------------------|--------------|--------------------|
| Member – Jeremy Chandler | 5 / 5 | \$13,663.00 |
|---------------------------------|--------------|--------------------|

Mr Jeremy Chandler had an extensive career in the public sector including as Chief Operating Officer for two Commonwealth agencies and Chief Financial Officer for three. He serves on a range of audit committees for the Australian, New South Wales and Australian Capital Territory governments and leads major Gateway program reviews for the Australian Government. Mr Chandler's qualifications include a Bachelor of Arts (Accountancy) and he is a Fellow with both CPA Australia and of the Institute of Managers and Leaders.

RISK MANAGEMENT

The PBO complies with our legislated requirements to manage risk. Individual risk management plans are developed to operationalise our risk policy and strategy. This includes for strategic risks, operational risks, specialist risks (such as protective security and fraud), and project-specific risks.

In 2022–23, a comprehensive review of the PBO's strategic risks was undertaken as well as a review of the risk of fraud. Work on a new Workforce Strategy commenced to ensure capability required across the PBO for the next general election is planned and actions in place to ensure the PBO has the appropriate number and profile of staff with the requisite skills to deliver on our election related responsibilities

An additional action implemented was introducing a new approach to risk ownership, where each member of the Executive Board is directly accountable for the monitoring, managing and reporting of the strategic risks that is best aligned with their function.

INTERNAL AUDIT

A key part of the PBO's governance and assurance framework is the internal audit function. In consultation with the Parliamentary Budget Officer, the ARC and the PBO Executive, BellchambersBarrett (the PBO's internal auditor) developed an internal audit plan for 2022-23 which covered the following topics:

- Management of Peak Demand during a Federal Election
- Benchmarking of ICT Costs
- Procurement
- Human Resources and Payroll Data Integrity.

We maintain a register of outstanding audit recommendations, which is prioritised and worked through according to agreed implementation timelines. For the 2022-23 year, we added 16 new recommendations, addressed and completed 7 by 30 June 2023, with the remaining 9 items completed and signed off in September 2023. Additionally, 4 recommendations from prior years were completed during 2022-23.

FRAUD PREVENTION AND CONTROL

In 2022-23, we took all reasonable measures to minimise the incidence of fraud. We continued to monitor the fraud risks identified in our most recent fraud risk assessment. No incidences of fraud were detected.

PROVISION OF CORPORATE SERVICES TO THE PBO

We have shared service arrangements with other parliamentary departments for the delivery of certain corporate services.

During 2022-23, the Department of the Senate provided our financial transaction processing and payroll services. This is managed by a Memorandum of Understanding (MOU) with a service level agreement. The MOU and service levels are monitored and we meet every six months to check on its operation.

Our ICT services are provided by the Department of Parliamentary Services (DPS). The outsourced arrangements for ICT are governed by a MOU with DPS. This was last updated in 2018. In 2022-23 a process commenced to refresh the arrangements, and an interim principles-based MOU was agreed. It is expected that a new MOU will be agreed in 2023-24.

The MOU is supported by the following bodies:

- Strategic ICT Group – five meetings a year of all parliamentary departments with DPS ICT to cover strategic ICT issues and track ICT projects.
- Service Delivery Working Group – reports to Strategic ICT Group on ICT Project delivery.
- DPS/PBO MOU Implementation group – monthly meetings to monitor operational ICT issues.

INTERDEPARTMENTAL COMMITTEES

The PBO is one of four parliamentary departments, along with the Department of Senate, the Department of the House of Representatives and the DPS. The four parliamentary department heads meet quarterly to discuss shared matters relating to governance, policy, and operational matters of significance across the departments. The meeting chair rotates through each department every 12 months. Commencing 1 January 2023, the Parliamentary Budget Officer took over chair responsibilities.

Similarly, the Parliamentary Administrative Action Group comprises all parliamentary department chief operating officers. The Group meets quarterly, with the chair rotating amongst members. Commencing 1 January 2023, the PBO took over chair responsibilities.

We also participate in a range of interdepartmental committees through which the parliamentary departments coordinate common and joint activities, particularly in relation to human resources, ICT, business continuity and other corporate matters.

In 2022–23, we participated in the following:

- Reconciliation Action Plan (RAP) Champions group – quarterly meeting to progress the implementation of the RAP, and progress development of a stretch RAP.
- Access and Inclusion Champions group – quarterly meeting to champion access and inclusion in Australian Parliament House, including development of an Australian Parliamentary Service Access and Inclusion Action Plan 2023–2025.
- Parliamentary Leadership Taskforce Implementation Group – monthly meeting to manage implementation of the recommendations of the report: Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces, to ensure Commonwealth parliamentary workplaces are safe, respectful, accessible, and inclusive.

External scrutiny

There were no other external reports, reviews or judicial decisions involving us in 2022–23.

JOINT COMMITTEE OF PUBLIC ACCOUNTS AND AUDIT

The Joint Committee of Public Account and Audit (JCPAA) plays an important oversight role in relation to our resourcing and operations. This includes considering our draft budget estimates and receiving regular activity reports on our operations ahead of each of our appearances at Senate Estimates hearings.

Consistent with previous years, we consulted with the JCPAA on our Corporate Plan 2023–24.

SENATE FINANCE AND PUBLIC ADMINISTRATION LEGISLATION COMMITTEE

We appeared before the Senate Finance and Public Administration Legislation Committee throughout the year. In advance of each hearing, we provided the Committee with our detailed activity report on our operations.

LEGAL SERVICES AND EXPENDITURE

The *Legal Services Directions 2017*, issued by the Attorney-General under the *Judiciary Act 1903*, requires non-corporate Commonwealth entities to ensure that legal services expenditure is appropriately recorded and monitored. Our total expenditure on external legal services in 2022–23 was \$30,959 (GST exclusive).

Human resource management

The skills, experience and commitment of our employees are critical to us achieving our purpose. Developing our workforce capability is a continued area of focus as we strive to attract and retain the talent necessary to deliver quality outcomes and maintain service levels. The Executive maintains oversight of recruitment, secondment, and graduate programs to ensure our talent management provides the capability required for all operational needs and contingencies for early general elections.

Details of the classification level, employment status and gender of our employees are presented in Appendix A.

DIRECTORS' LEADERSHIP GROUP

Our Directors' leadership group (Parliamentary Executive Level 2 (PEL2s)) meets weekly to consider staff wellbeing, ensure efficient and effective information sharing, ensure consistent application of policy and procedures, and provide opportunities for skills sharing with a particular focus on leadership development. This group also meets monthly with the Parliamentary Budget Officer to discuss present and emerging opportunities and issues.

STAFF CONSULTATIVE FORUM

The Forum supports the Parliamentary Budget Officer to understand staff views on matters related to the culture and working environment of the PBO, and to manage risks to achieving a positive work culture and the PBO being an employer of choice. The Forum comprises a representative group of staff of all levels across the PBO and meets monthly.

In 2022–23 the Forum focussed on developing and implementing the 2022 APS Census response action plan and supporting the implementation of OnePBO.

ONEPBO

OnePBO is the umbrella term for a refresh of our organisational approach to enhance operational flexibility and efficiency. The changes enable us to meet the increased demand for our services whilst building breadth and depth in our team.

A focus has been on eliminating internal silos, with nearly all staff working on a mix of costings and budget analyses as well as self-initiated longer-term projects and publications.

CAPABILITY DEVELOPMENT

During the year we focused on leadership development for employees at all levels to enhance the skills and capabilities across the PBO. Selected leaders (SES and Directors) undertook targeted training and coaching sessions focused on enhancing leadership and other core skills.

The continued development of technical capability was a priority during the year. This was provided through a mixture of on the job learning and coaching, attendance at courses and seminars, and the utilisation of cross PBO teams to work on projects. A key component of the development of technical skills was the continuation of an internal seminar series aimed at analytical staff. Presenters for these sessions included key internal subject matter experts and external speakers, including from the Parliamentary Library.

We delivered mandatory corporate training to all staff through our online learning management system, in areas including client engagement training, cultural competence, records management, risk management, and security and fraud awareness. We also continued delivery of a rolling program of regular training including communication training.

SECONDMENTS

We have an ongoing secondment program with Commonwealth agencies, involving secondments both to and from the PBO. This is aimed at enhancing our capacity through the development of employees' skills in specific policy areas and developing relationships with Commonwealth agencies. This program provides participants from other agencies with an increased understanding of our role and exposure to a broad range of policy areas and budgetary issues.

During 2022-23, we participated in the Parliament of Australia graduate program. The program allows participants from Australian Public Service (APS) graduate programs to undertake a secondment of up to 6 months with us to learn about our role and functions, as well as that of the Parliament generally. In 2022-23, we welcomed 6 graduates on temporary placements across the year.

EMPLOYMENT ARRANGEMENTS

Our SES employees are engaged through individual determinations under subsection 24(1) of the *Parliamentary Service Act 1999*, with their remuneration and superannuation salary set under common law agreements.

All non-SES employees are engaged under common law agreements.

The Parliamentary Budget Officer is engaged as a full-time public office holder under section 64X of the PS Act. The Parliamentary Budget Officer's remuneration is determined by the Remuneration Tribunal.

We do not make any performance payments (for example, bonuses) to employees. Under our Performance Management Framework, increment progression through the salary ranges is based on performance achievements.

Employees have access to non-salary benefits such as studies assistance. In 2022–23, 14% of our employees utilised studies assistance. All employees can work remotely in our protected ICT environment with PBO issued hardware. Employees can access the Capital Hill Early Childhood Centre in Parliament House, on-site gym facilities, and free car parking.

The PBO has embraced flexible working conditions on an ‘if not why not’ basis. This includes work from home arrangements, that were successfully trialled as part of the PBO’s response to COVID–19. PBO employees have the opportunity to enter into arrangements for up to 2 days working from home per week subject to operational needs. Arrangements are periodically reviewed to ensure they are fit for purpose.

WORK HEALTH AND SAFETY

The following information for the 2022–23 reporting period is provided in accordance with Schedule 2, Part 4 of the *Work Health and Safety Act 2011* (WHS Act).

All new employees undertook an induction program, which included information on work health and safety issues, an outline of the legislative and policy framework, and information on their obligations as employees. The induction program also covers our policies and procedures related to appropriate workplace behaviour and information about support available for staff.

The Work Health and Safety (WHS) Committee is one of the ways the PBO creates a safe working environment. The WHS is chaired by Dr John Clark, Assistant Parliamentary Budget Officer. The Committee aims for broad representation of the organisation. (Two) Health and Safety Representatives are appointed to formally represent employees and facilitate open communication and collaboration, and branch representatives are nominated to represent each work group across the organisation.

Regular meetings of the Committee are held once per quarter. The Committee discusses safety issues, reviews any recent incidents, and discusses risk assessments. Following a committee meeting a summary of staff feedback and recommendations of the Committee are provided to the PBO executive for consideration. Meetings during 2022–23 focused on managing the risks of COVID–19 in the workplace and the PBO’s Flexible Work Policy.

We provide sit-to-stand workstations to encourage healthy work practices. Support is provided to employees to ensure correct workstation setup and, where appropriate, professional expertise is sought to complement existing practices.

We have an Employee Assistance Program to provide access to free confidential professional counselling services to assist staff and their families with any personal or work-related matters and offer guidance and advice to managers on staff management. PBO employees are also able to access the newly established Parliamentary Workplace Support Service.

During 2022–23, no incidents were reported to Comcare in accordance with section 35 of the WHS Act.

INDEPENDENT REVIEW INTO COMMONWEALTH PARLIAMENTARY WORKPLACES

In 2021, the *Independent Review into Commonwealth Parliamentary Workplaces* (Jenkins review) was established to inquire into Commonwealth parliamentary workplaces. Specifically, the Jenkins review provided recommendations to ensure workplaces are safe and respectful, including in response to bullying, sexual harassment, and sexual assault. The final report was tabled on 30 November 2021 and contained 28 recommendations.

We continue to work closely with the other Parliamentary departments to coordinate responses to the Jenkins review and associated matters, including the Foster review (published in July 2021) and recommendations from Comcare. These reforms are being driven by the Parliamentary Leadership Taskforce (PLT), supported by a PLT Heads of departments group (with the PBO represented by the Parliamentary Budget Officer) and an Implementation Group with membership from each parliamentary department (with the PBO represented by the First Assistant Parliamentary Budget Officer), and other Commonwealth agencies.

RECONCILIATION ACTION PLAN

In 2022-23, we continued to support reconciliation with Aboriginal and Torres Strait Islander peoples through our work with the other parliamentary departments in implementing the Reconciliation Action Plan (RAP) 2019-2022.

Together, parliamentary departments seek to achieve significant outcomes and momentum for reconciliation. This includes the strengthening of relationships with Aboriginal and Torres Strait Islander peoples and communities, promoting equity and building a work environment that is culturally safe.

The RAP Champions of each parliamentary department together comprise the Parliamentary Service RAP Champions Group, who meet quarterly to review and monitor progress against the RAP, and to develop the successor stretch RAP. At as 30 June 2023, our RAP Champion was Ms Karen Whitham, First Assistant Parliamentary Budget Officer.

PARLIAMENTARY SERVICE INDIGENOUS EMPLOYEE NETWORK

During 2022-23, we continued to support the Parliamentary Service Indigenous Employee Network (PSIEN). The PSIEN is a culturally rich and diverse group of First Australians, providing a supportive environment for employees to meet, offer support and express their views, experiences and concerns pertaining to Indigenous matters both professionally and personally.

JAWUN INDIGENOUS COMMUNITY AUSTRALIAN PUBLIC SERVICE SECONDMENT PROGRAM

Jawun is a not-for-profit organisation managing secondments from corporate and government partners to Jawun Indigenous partner organisations. The placements aim to increase both the employee's and the PBO's cultural awareness and broader awareness of Indigenous matters and provide positive outcomes for the Indigenous communities.

In previous years, employees have participated in the Jawun Indigenous Community APS Secondment Program. We did not participate in 2022–23 due to the proposed timing of the program and our operational needs ahead of and during the election period. We will continue to consider staff with relevant skills for participation in the program.

ACCESS AND INCLUSION

During 2022–23, through the Access and Inclusion Champions group, we supported development of an Australian Parliamentary Service Access and Inclusion Action Plan 2023–2025. We also supported the launch of the Parliamentary Service Disability and Carers Employee Network.

Other information

In response to the 2016–17 independent review of the PBO, we agreed to conduct a stakeholder survey once in each term of Parliament. The responses collected from these surveys provide a measure of how the PBO is performing to ensure high standards and quality services are maintained. The results feed into the annual corporate reporting and recommendations shape how we work.

Key recommendations from the survey of the 46th Parliament included opportunities for the PBO to improve timeliness in delivering costings and requests for budget analysis, as well as to improve the accessibility of information. Over 2022–23 we sought to respond to this by investing in reforms to our structure (OnePBO), business processes and information tools to facilitate more timely responses, developing shorter more audience focussed publications and interactive tools, as well as commissioning a new website.

In 2022–23, we supplemented the triennial survey with more timely feedback mechanisms. This included a program of targeted interviews with key stakeholders. Interviews are undertaken every six months with a sample of clients that we have produced advice for over the previous six months.

INFORMATION PUBLICATION SCHEME

The Parliamentary Budget Officer and the Parliamentary Budget Office are defined as exempt agencies in subsection 7(1) and Division 1 of Part I of Schedule 2 of the *Freedom of Information Act 1982* (FOI Act). Section 45A of the FOI Act also protects the confidentiality of documents related to PBO requests that may be held by other agencies.

EMPLOYEE CENSUS

We participated in the Australian Public Service Employee Census in 2023 and achieved a response rate of 87% which was more than the wider Australian public service average of 80%.

Our 2023 Census highlights report will be published in alignment with the Australian Public Service Commission requirements and will be available on our website from November..

DISABILITY REPORTING MECHANISM

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available at <https://www.disabilitygateway.gov.au/ads>.

We seek to align our actions to improve accessibility and inclusion for people with disabilities with this strategy including through work with other parliamentary departments through the Access and Inclusion Champions group.

ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PERFORMANCE

We are located within the Australian Parliament House. All facilities and environmental management activities are undertaken by DPS and included in its annual report.

ANNUAL STATEMENT OF COMPLIANCE WITH THE COMMONWEALTH CHILD SAFE FRAMEWORK 2023

We are committed to ensuring the safety and wellbeing of children and have a zero-tolerance approach to child exploitation or abuse.

We are compliant with the Commonwealth Child Safe Framework and as part of our commitment to child safety, we undertake an annual risk assessment of our activities.

The nature of our work means there is limited interaction with children across the scope of our activities and functions.

Our core activities include costing and budget analysis services, publishing self-initiated products, and reporting on the budget impacts of election commitments. Interactions are predominantly with parliamentarians and their advisers, parliamentary committees, other government agencies and the media.

Given the nature of our interactions, the overall risk rating for child safety-related risks is 'low'.

We understand that managing child safety risks is an ongoing process and we will continue to regularly review and monitor our compliance with the Commonwealth Child Safety Framework.

ANNUAL APS NET ZERO 2030 EMISSIONS REPORTING

As part of the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, and in line with the Government’s APS Net Zero 2030 policy, the PBO is required to publicly report on the emissions from our operations.

Greenhouse gas emissions reporting has been developed with methodology that is consistent with the Whole-of-Australian Government approach as part of the APS Net Zero 2030 policy.

The PBO is a tenant within the Australian Parliament House, which is managed by the DPS. The emissions related to our occupancy are included within DPS’s reporting in their annual report. They have not been separately estimated and included here.

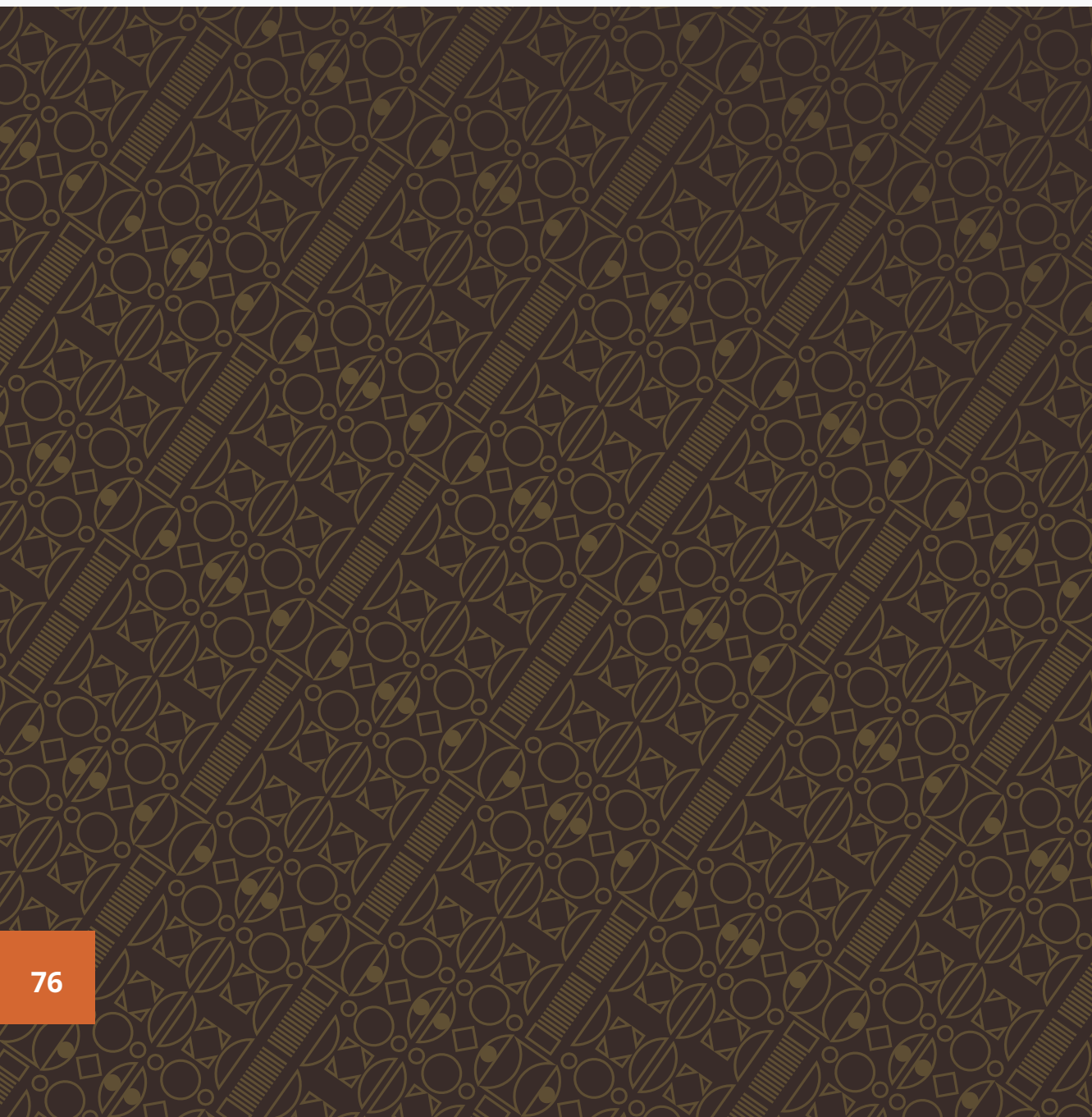
Table 13: Greenhouse Gas Emissions Inventory – Location-based method

| Emission source | Scope 1 kg CO ₂ -e | Scope 2 kg CO ₂ -e | Scope 3 kg CO ₂ -e | Total kg CO ₂ -e |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-----------------------------|
| Electricity | N/A | - | - | - |
| Natural Gas | - | N/A | - | - |
| Fleet vehicles | - | N/A | - | - |
| Domestic flights | N/A | N/A | 3,892 | 3,892 |
| Other energy | - | N/A | - | - |
| Total kg CO ₂ -e | - | - | 3,892 | 3,892 |

Note: the table above presents emissions related to electricity usage using the location-based accounting method.

- CO₂-e = Carbon Dioxide Equivalent

The above figures are the direct emissions that we can track and report on. The PBO has no fleet vehicles, has all staff based in Canberra, and seeks to minimise travel by utilising video conferencing and remote working solutions. As a tenant in the Australian Parliament House building, the Department of Parliamentary Services will be including building specific emissions.



04

Financial statements

Financial management

Our operations are funded through annual departmental appropriations with supplementation from a special appropriation made under section 64D of the *Parliamentary Service Act 1999* (PS Act).

OVERVIEW OF FINANCIAL PERFORMANCE

We recorded an operating loss of **\$0.204m** for the year ended 30 June 2023, against a budgeted operating loss of \$0.091m²⁰. Excluding depreciation and amortisation, the operating result attributable to the Parliamentary Budget Office (PBO) was a loss of **\$0.113m**.

We managed our financial performance and position appropriately throughout the year. Variances to budget are outlined further in Note 3 of the financial statements.

In addition to ongoing departmental appropriation, the PBO has a special appropriation that can be used at the discretion of the Parliamentary Budget Officer to respond flexibly to changes in demand for our services. As at 30 June 2023, the balance of the special appropriation was **\$1.851m**.

We continue to consult with the Joint Committee of Public Accounts and Audit (JCPAA) on our resourcing.

EXPENSE IMPACTS

Excluding depreciation, total operating expenses decreased to **\$9.283m** (2021–22: \$9.453m). The reduction in expenditure reflects, a lower level of resourcing for 2022–23 (see Revenue impacts below), a reduction in the number of senior executive officers and periods across the year where total staffing numbers were lower than anticipated. These drivers of lower than anticipated spending was partially offset by higher than anticipated provisions for annual and long service leave. Savings achieved in relation to employee expenses were partially offset by unanticipated costs for executive recruitment and higher than anticipated costs for external case management and software licensing.

²⁰ The budgeted operating loss of \$0.091m is entirely attributable to depreciation. The actual operating loss of \$0.204m includes an amount of \$0.091m attributable to depreciation.

REVENUE IMPACTS

In 2022-23, revenue from annual departmental appropriation reduced to **\$8.823m** (2021-22: \$9.269m). This reduction reflected exclusion of the \$0.500m funding we receive every third year to support the increased work associated with a general election. Other revenue, relating to resources received free of charge, remained constant. Further information is available in Note 1.5 of the financial statements.

FINANCIAL POSITION

As at 30 June 2023, we were in a sound net worth position, reporting net assets of **\$2.700m** (2021-22: \$2.904m). This is made up of assets of **\$5.522m** (2021-22: \$6.030m) and liabilities of **\$2.822m** (2021-22: \$3.127m).

The reduction in the net worth position was primarily due to the loss sustained during the year.

ENTITY RESOURCE AND OUTCOME STATEMENTS

Table 14 summarises the total resources available by funding type and the total payments made in cash terms. The balance remaining for ordinary annual services is held for liabilities, predominantly employee leave entitlements. The special appropriation balance can be used to support our operational expenses.

Table 14: Entity resource statement

| | Actual available appropriation for 2022-23 | Payments made 2022-23 | Balance remaining 2022-23 |
|---------------------------------------|---|-----------------------------|---------------------------------|
| | \$'000 (a) | \$'000 (b) | \$'000 (a)-(b) |
| Ordinary annual services ¹ | 13,976 | 9,719 | 4,257 |
| Special appropriation ² | 1,851 | – | 1,851 |
| Total resourcing and payments | 15,827 | 9,719 | 6,108 |

1. *Appropriation (Parliamentary Departments) Act (No.1) 2022-23*. This includes prior year departmental appropriation and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).
2. Special appropriation limited by amount (section 64D of the *Parliamentary Service Act 1999*).

Table 15 shows the total budgeted and actual expenses for our outcome. The Budget amounts correspond to the information contained in the 'Budgeted expenses for its Outcome' table in our 2022-23 Portfolio Budget Statements. The actual expenses reconcile to the statement of comprehensive income in the financial statements.

Table 15: Outcome expense statement

| | Budget* 2022-23 | Actual expenses 2022-23 | Variation 2022-23 |
|---|--------------------|-------------------------------|----------------------|
| Outcome 1 | \$'000 (a) | \$'000 (b) | \$'000 (a)-(b) |
| Departmental expenses | | | |
| Departmental appropriation 1 | 8,823 | 8,936 | (113) |
| Special appropriation | - | - | - |
| Expenses not requiring appropriation in the budget year 2 | 469 | 438 | 31 |
| Total expenses for Outcome 1 | 9,292 | 9,374 | (82) |

* Full year budget including any subsequent adjustments made to the 2022-23 Budget.

1. Ordinary annual services (*Appropriation (Parliamentary Departments) Act (No.1) 2022-23*) and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.
2. Expenses not requiring appropriation in the budget year are made up of depreciation expenses and resources received free of charge (audit fees and accommodation).

Table 16: Average staffing level

| | 2022-23 | 2021-22 |
|---------------------------------|---------|---------|
| Average staffing level (number) | 45 | 51 |

COMPLIANCE WITH FINANCE LAW

We had no significant issues relating to non-compliance with the finance law.

ASSET MANAGEMENT

Our asset management framework includes an asset register that records all assets held by the PBO. An annual stocktake keeps records up to date and the assets are assessed each year for impairment and change in value. Our assets are comprised of office fit-out and equipment.

PURCHASING

Purchasing was managed in accordance with our Accountable Authority Instructions and financial procedures, which are consistent with the Commonwealth Procurement Rules. Our purchasing processes focus on the core principle of value for money.

CONSULTANCY AND NON-CONSULTANCY CONTRACTS

The PBO engages consultants where specialist skills are required that are not available in-house or when independent research, review or assessment is required.

Typical reasons for engaging consultancy services include a requirement for specialist or professional skills and independent research and/or assessment. When we engage a consultants we do so in accordance with the PGPA Act, Commonwealth Procurement Rules and internal policies. Selection processes involve an open tender (including the use of an existing Australian Government panel arrangement), or limited tender.

EXPENDITURE ON REPORTABLE CONSULTANCY CONTRACTS

During 2022-23, **no** new reportable consultancy contracts were entered into. In addition, **no** ongoing consultancy contracts were active during the period.

Table 17: Reportable consultancy contracts

| Reportable consultancy contracts 2022-23 | | Number | Expenditure \$* |
|--|------------------|--------|--------------------|
| New contracts entered into during the reporting period | | - | - |
| Ongoing contracts entered into during a previous reporting period | | - | - |
| Total | | - | - |
| Top 5 organisations receiving a share of reportable consultancy contract expenditure 2022-23 | Service provided | ABN | Expenditure \$* |
| - | - | - | - |

* GST inclusive.

EXPENDITURE ON REPORTABLE NON-CONSULTANCY CONTRACTS

During 2022-23, 12 new reportable non-consultancy contracts were entered into involving total actual expenditure of **\$0.458m**. In addition, 7 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of **\$0.262m**.

Table 18: Reportable non-consultancy contracts

| Reportable non-consultancy contracts 2022-23 | Number | Expenditure \$ * |
|---|-----------|---------------------|
| New contracts entered into during the reporting period | 12 | \$457,786 |
| Ongoing contracts entered into during a previous reporting period | 7 | \$262,183 |
| Total | 19 | \$719,969 |

| Top 5 organisations receiving a share of reportable non-consultancy contract expenditure 2022-23 | Service provided | ABN | Expenditure \$ * |
|--|----------------------------------|----------------|---------------------|
| Oxide Interactive Pty Ltd | ICT Services | 20 138 035 195 | \$334,269 |
| BellchambersBarrett | Internal audit | 14 942 509 138 | \$114,804 |
| Capability Wise Pty Ltd | ICT Services | 57 612 303 241 | \$96,006 |
| HWL Ebsworth Lawyers | Legal Services | 37 246 549 189 | \$34,047 |
| Gillian Beaumont Recruitment Pty Ltd | Recruitment/ executive search | 58 107 780 683 | \$33,000 |

* GST inclusive.

Annual reports contain information about actual expenditure on reportable consultancy and non-consultancy contracts. Information on the value of reportable consultancy and non-consultancy contracts is available on the AusTender website.

**PROCUREMENT INITIATIVES TO SUPPORT
SMALL BUSINESS**

Our procurement practices support small and medium enterprises (SME) participation in the Commonwealth Government procurement market. The PBO uses the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000 and electronic systems to facilitate on-time payment. SME and small enterprise participation statistics are available on the Department of Finance’s website. Significant contracts entered into are also outlined above.

ADVERTISING AND MARKET RESEARCH

We did not undertake any advertising campaigns or market research in 2022–23.

Financial statements



INDEPENDENT AUDITOR'S REPORT

To the President of the Senate and Speaker of the House

Opinion

In my opinion, the financial statements of the Parliamentary Budget Office (the Entity) for the year ended 30 June 2023:

- comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- present fairly the financial position of the Entity as at 30 June 2023 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2023 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a summary of material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Parliamentary Budget Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Parliamentary Budget Officer is also responsible for such internal control as the Parliamentary Budget Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Parliamentary Budget Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Parliamentary Budget Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Colin Bienne
Audit Principal

Delegate of the Auditor-General
Canberra

12 September 2023

2022-23 FINANCIAL STATEMENTS

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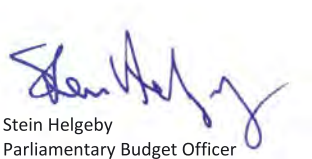
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PARLIAMENTARY BUDGET OFFICE

Statement by the Accountable Authority and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2023 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Parliamentary Budget Office will be able to pay its debts as and when they fall due.



Stein Helgeby
Parliamentary Budget Officer

8 September 2023



Mark Eady
Chief Financial Officer

8 September 2023

Statement of Comprehensive Income

for the period ended 30 June 2023

| | Notes | 2023 \$ | 2022 \$ | Original Budget 2023 \$ |
|---|-------|--------------------|--------------------|----------------------------------|
| EXPENSES | | | | |
| Employee benefits | 1.3 | 7,241,238 | 7,362,093 | 7,401,000 |
| Suppliers | 1.4 | 2,041,919 | 2,090,731 | 1,800,000 |
| Depreciation | 1.7 | 90,978 | 91,045 | 91,000 |
| Total expenses | | 9,374,135 | 9,543,869 | 9,292,000 |
| REVENUE | | | | |
| Resources received free of charge | 1.5 A | 347,222 | 351,808 | 378,000 |
| Total other revenue | | 347,222 | 351,808 | 378,000 |
| NET (COST OF)/CONTRIBUTION BY SERVICES | | (9,026,913) | (9,192,061) | (8,914,000) |
| Revenue from Government | | | | |
| Departmental Appropriation | 1.5 B | 8,823,000 | 9,269,000 | 8,823,000 |
| Total revenue from Government | | 8,823,000 | 9,269,000 | 8,823,000 |
| Surplus / (Deficit) | | (203,913) | 76,939 | (91,000) |
| OTHER COMPREHENSIVE INCOME | | | | |
| Changes in asset revaluation reserve | | - | - | - |
| Total other comprehensive income | | - | - | - |
| TOTAL COMPREHENSIVE INCOME / (LOSS) | | (203,913) | 76,939 | (91,000) |

The above statement should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2023

| | Notes | 2023 \$ | 2022 \$ | Original Budget 2023 \$ |
|-----------------------------------|-------|------------------|------------------|----------------------------------|
| ASSETS | | | | |
| Financial assets | | | | |
| Cash | | 19,135 | 26,527 | 31,000 |
| Receivables | 1.6 | 4,263,528 | 4,627,662 | 4,365,000 |
| Total financial assets | | 4,282,663 | 4,654,189 | 4,396,000 |
| Non-financial assets | | | | |
| Property, plant and equipment | 1.7 | 1,239,794 | 1,330,772 | 1,240,000 |
| Prepayments | | - | 45,546 | 12,000 |
| Total non-financial assets | | 1,239,794 | 1,376,318 | 1,252,000 |
| TOTAL ASSETS | | 5,522,457 | 6,030,507 | 5,648,000 |
| LIABILITIES | | | | |
| Payables | | | | |
| Suppliers | | 324,131 | 415,670 | 312,000 |
| Employee payables | | 216,128 | 182,837 | 161,000 |
| Other payables | | 6,458 | 5,527 | |
| Total payables | | 546,717 | 604,034 | 473,000 |
| Provisions | | | | |
| Employee leave provisions | 1.2 | 2,275,898 | 2,522,718 | 2,530,000 |
| Total provision | | 2,275,898 | 2,522,718 | 2,530,000 |
| TOTAL LIABILITIES | | 2,822,615 | 3,126,752 | 3,003,000 |
| NET ASSETS | | 2,699,842 | 2,903,755 | 2,645,000 |
| EQUITY | | | | |
| Asset revaluation reserve | | 3,009 | 3,009 | 3,000 |
| Retained earnings | | 2,696,833 | 2,900,746 | 2,642,000 |
| Total equity | | 2,699,842 | 2,903,755 | 2,645,000 |

The above statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the period ended 30 June 2023

| | 2023 \$ | 2022 \$ | Original Budget 2023 \$ |
|--------------------------------------|------------------|------------------|----------------------------------|
| RETAINED EARNINGS | | | |
| Opening balance | 2,900,746 | 2,823,807 | 2,736,000 |
| Surplus/(deficit) for the period | (203,913) | 76,939 | (91,000) |
| Closing balance as at 30 June | 2,696,833 | 2,900,746 | 2,645,000 |
| ASSET REVALUATION RESERVE | | | |
| Opening balance | 3,009 | 3,009 | 3,000 |
| Revaluation increment/(decrement) | - | - | - |
| Closing balance as at 30 June | 3,009 | 3,009 | 3,000 |
| TOTAL EQUITY CLOSING BALANCE | 2,699,842 | 2,903,755 | 2,648,000 |

The above statement should be read in conjunction with the accompanying notes.

Cash Flow Statement

for the period ended 30 June 2023

| | 2023 \$ | 2022 \$ | Original Budget 2023 \$ |
|---|------------------|------------------|----------------------------------|
| OPERATING ACTIVITIES | | | |
| Cash received | | | |
| Appropriations | 9,711,641 | 9,843,615 | 8,823,000 |
| Net GST received | 29,658 | 102,944 | - |
| Total cash received | 9,741,299 | 9,946,559 | 8,823,000 |
| Cash used | | | |
| Employees | 7,454,365 | 7,325,946 | 7,401,000 |
| Suppliers | 1,795,650 | 1,879,057 | 1,422,000 |
| Section 74 receipts transferred to the OPA | 498,676 | 745,575 | - |
| Total cash used | 9,748,691 | 9,950,578 | 8,823,000 |
| Net cash from / (used by) operating activities | (7,392) | (4,019) | - |
| Net (decrease) / increase in cash held | (7,392) | (4,019) | - |
| Cash at the beginning of the reporting period | 26,527 | 30,546 | 31,000 |
| Cash at the end of the reporting period | 19,135 | 26,527 | 31,000 |

The above statement should be read in conjunction with the accompanying notes.

Notes to and forming part of the financial statements

Overview

The Parliamentary Budget Office (PBO) is a non-corporate Commonwealth entity, and a Parliamentary Department as defined in the *Parliamentary Service Act 1999* (Parliamentary Service Act).

The purpose and outcome of the PBO (below) is articulated in section 64B of the Parliamentary Service Act:

Outcome 1: Inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy and the financial implications of policy proposals.

The PBO's registered address is at Parliament House, Barton, Canberra ACT 2600.

Note 1: Summary of material accounting policy information

Note 1.1: Basis of preparation

The financial statements are general purpose, not-for-profit financial statements and are prepared in accordance with section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), which in turn requires the statements to comply with the:

- a *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) and
- b Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention. No allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

New Accounting Standards

No new/revised/amended accounting standards or interpretations issued prior to the sign-off date and applicable to the current reporting period had a material effect on the PBO's financial statements.

Taxation

The PBO is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Note 1.2: Material accounting policy information

In the process of applying the accounting policies, the PBO has made the following judgements that have a significant impact on the amounts recorded in the financial statements.

Employee leave provisions

Employee leave provisions are estimated using several key inputs and parameters. The annual leave provision is calculated using current employee leave balances discounted by the 2-year government bond rate. The long service leave provision is estimated using the Department of Finance shorthand method, which discounts employee leave balances by the 10-year government bond rate. The Department of Finance probability factor (based on length of service) is also applied to long service leave balances.

Additional costs, informed by historical data, are applied to the estimates for both provisions for superannuation and leave accrued while on leave (based on the percentage of leave taken while in service).

Note 1.3: Employee benefits

| | 2023 \$ | 2022 \$ |
|--------------------------------|------------------|------------------|
| Employee benefits | | |
| Wages and salaries | 5,330,174 | 5,645,967 |
| Superannuation | | |
| Defined benefit plans | 424,732 | 416,389 |
| Defined contribution plans | 600,036 | 589,014 |
| Leave and other entitlements | 886,296 | 604,652 |
| Separations and redundancies | - | 106,071 |
| Total employee benefits | 7,241,238 | 7,362,093 |

Key management personnel

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the PBO, either directly or indirectly. The PBO has determined its key management personnel as the Parliamentary Budget Officer and the three senior executives supporting this position. Key management personnel remuneration is reported in the table below.

| | 2023 \$ | 2022 \$ |
|--|------------------|------------------|
| Key management personnel remuneration | | |
| Short-term employee benefits | 1,026,602 | 1,152,834 |
| Post-employment benefits | 198,098 | 188,403 |
| Other long-term employee benefits | 21,763 | 28,116 |
| Termination benefits | - | - |
| Total key management personnel remuneration | 1,246,463 | 1,369,353 |
| Number of KMP positions | 4 | 4 |
| Number of officers in KMP positions | 5 | 6 |

Related party transactions

Related parties to the PBO are defined as key management personnel and close family members of key management personnel. A related party transaction is a transfer of resources, services or obligations between the PBO and a related party, regardless of whether a price is charged. During 2022-23, there were no related party transactions.

Note 1.4: Suppliers

| | 2023 \$ | 2022 \$ |
|--|------------------|------------------|
| Goods and services supplied or rendered | | |
| Professional services | 599,542 | 303,426 |
| Enhanced capability ^(a) | 301,312 | 749,352 |
| Corporate services outsourced | 353,732 | 364,389 |
| Employee related ^(b) | 242,742 | 160,625 |
| Accommodation expenses | 296,222 | 301,808 |
| Travel | 14,205 | 1,144 |
| Software licences | 149,514 | 146,574 |
| Other | 84,650 | 63,413 |
| Total goods and services supplied or rendered | 2,041,919 | 2,090,731 |

(a) Enhanced capability expenses include secondments and temporary contract labour.

(b) Employee related expenses includes matters such as security vetting, employee assistance program, recruitment costs and studies assistance.

Note 1.5: Revenue**Note 1.5 A: Resources received free of charge**

| | 2023 \$ | 2022 \$ |
|--|----------------|----------------|
| Accommodation | 296,222 | 301,808 |
| Auditor remuneration | 51,000 | 50,000 |
| Total resources received free of charge | 347,222 | 351,808 |

Resources received free of charge are recognised as other revenue when fair value can be reliably determined and the services would have been purchased if they had not been donated. These revenues are measured at their fair value and the use is recognised as an expense.

Note 1.5 B: Revenue from Government

| | 2023 \$ | 2022 \$ |
|--|------------------|-------------------|
| Annual appropriation | 8,823,000 | 9,269,000 |
| Section 74 receipts | 498,676 | 745,575 |
| Total appropriation | 9,321,676 | 10,014,575 |
| Less Appropriation applied (current and prior years) | (9,748,691) | (9,950,578) |
| Variance | (427,015) | 63,997 |

Amounts appropriated for the year are recognised at their nominal amount as Revenue from Government when the PBO gains control of the appropriation.

The PBO may draw upon the following appropriations:

- 1 Annual appropriations providing for the ordinary course of business are noted below. The amount of unspent appropriations is equal to the sum of the cash and appropriation receivable balances, as at 30 June.
 - a *Appropriation (Parliamentary Departments) Act (No.1) 2021-22*
Unspent balance as at 30 June 2022: \$4,627,662
 - b *Appropriation (Parliamentary Departments) Act (No.1) 2022-23*
Unspent balance as at 30 June 2023: \$4,237,697
- 2 A Special appropriation, of a limited amount, to provide for payments in relation to the Parliamentary Budget Officer or the Parliamentary Budget Office. Special appropriation revenue is recognised for the year when amounts are expended or to meet obligations incurred during the reporting period.
 - a *Parliamentary Service Act 1999*
Limited to \$6,000,000, unspent balance as at 30 June 2023: \$1,850,947

| | 2023 \$ | 2022 \$ |
|--------------------------------------|------------------|------------------|
| Special appropriation balance | | |
| As at 1 July | 1,850,947 | 1,850,947 |
| Special appropriation applied | - | - |
| Balance as at 30 June 2023 | 1,850,947 | 1,850,947 |

Note 1.6: Receivables

| | 2023 \$ | 2022 \$ |
|--------------------------|------------------|------------------|
| Receivables | | |
| Appropriation receivable | 4,237,697 | 4,627,662 |
| GST receivable | 19,021 | - |
| Other receivables | 6,810 | - |
| Total receivables | 4,263,528 | 4,627,662 |

Note 1.7: Reconciliation of the opening and closing balances of Property, plant and equipment

| | 2023 \$ | 2022 \$ |
|---|------------------|------------------|
| Property, plant and equipment | | |
| As at 1 July 2022 | | |
| Gross book value | 1,429,300 | 1,429,300 |
| Accumulated depreciation | (98,528) | (7,483) |
| Total as at 1 July 2022 | 1,330,772 | 1,421,817 |
| Depreciation expense | (90,978) | (91,045) |
| Total as at 30 June 2023 | 1,239,794 | 1,330,772 |
| Total as at 30 June 2023 represented by: | | |
| Gross book value | 1,429,300 | 1,429,300 |
| Accumulated depreciation | (189,506) | (98,528) |
| Total as at 30 June 2023 | 1,239,794 | 1,330,772 |

Revaluations and impairment

Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through the operating result. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class. Upon revaluation, any accumulated depreciation is eliminated against the gross carrying amount of the asset.

The PBO engaged an independent valuer (Pickles Valuations) to undertake a revaluation of property, plant and equipment as at 31 May 2021.

In relation to its non-financial assets, the PBO has assessed that there are:

- No indicators of impairment; and
- No material changes in market conditions have been assessed to affect fair value.

As such, the current carrying value of assets has not been assessed as greater than their value in use.

Fair value measurement

All property, plant and equipment non-financial assets are measured at fair value in the statement of financial position. When estimating fair value, market prices (with adjustments) are used where available. Where market prices are not available, depreciated replacement cost is used.

The inputs used to determine fair value include historical actual cost information and costing guides to estimate the current replacement cost. Appropriate useful life profiles have been adopted to depreciate the replacement cost to reflect the expended life.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates for property plant and equipment are based on their useful lives, which range from 10 to 30 years.

Note 1.8: Distinction of current/non-current assets and liabilities

| | 2023 \$ | 2022 \$ |
|---|------------------|------------------|
| Assets expected to be recovered in: | | |
| No more than 12 months | | |
| Cash | 19,135 | 26,527 |
| Receivables | 4,263,528 | 4,619,247 |
| Prepayments | - | 5,546 |
| Total no more than 12 months | 4,282,663 | 4,691,320 |
| More than 12 months | | |
| Property, plant and equipment | 1,239,794 | 1,330,772 |
| Total more than 12 months | 1,239,794 | 1,330,772 |
| Total assets | 5,522,457 | 6,022,092 |
| Liabilities expected to be settled in: | | |
| No more than 12 months | | |
| Suppliers | 324,131 | 407,255 |
| Employee payables | 216,128 | 182,837 |
| Other payables | 6,458 | 5,527 |
| Employee Provisions | 723,485 | 599,334 |
| Total no more than 12 months | 1,270,202 | 1,194,953 |
| More than 12 months | | |
| Employee provisions | 1,552,413 | 1,923,384 |
| Total more than 12 months | 1,552,413 | 1,923,384 |
| Total liabilities | 2,822,615 | 3,118,337 |

Note 2: Events after the reporting period

There were no significant events following the reporting period that impact on the PBO's financial statements for the year ended 30 June 2023.

Note 3: Explanation of major budget variances

The comparison of the unaudited original budget as presented in the 2022-23 Portfolio Budget Statements to the 2022-23 final outcome as presented in accordance with Australian Accounting Standards is included in the Statement of Comprehensive Income, the Statement of Financial Position and the Cash Flow Statement. The major variances detailed below are in relation to the management of resources to ensure the performance of the PBO in achieving its mandate during the year.

Major variances

In the Statement of Comprehensive Income:

- employee expenses were lower than budget. This reflected a reduction in the number of senior executive officers and periods across the year where total staffing numbers were lower than anticipated. These drivers of lower than anticipated spending were partially offset by higher than anticipated provisions for annual and long service leave.
- supplier expenses were higher than budgeted due to unanticipated costs for executive recruitment and higher than anticipated costs for external case management and software licensing.

05

Appendices

Appendix A – Staffing statistics

The Parliamentary Budget Officer is a statutory appointment and is not an ongoing employee of the Parliamentary Budget Office. All employees are engaged under the *Parliamentary Service Act 1999* (PS Act).

All employees are located at the Australian Parliament House, Canberra.

Table A1: Salary ranges for non-SES employees by classification (\$)

| Classification | As at 30 June 2022 | As at 30 June 2023 |
|---|--------------------|--------------------|
| Parliamentary Executive Level 2 (PEL 2) | 138,775 – 165,320 | 142,939 – 170,280 |
| Parliamentary Executive Level 1 (PEL 1) | 117,055 – 135,155 | 120,567 – 139,210 |
| Parliamentary Service Level 6 (PSL 6) | 92,920 – 104,383 | 95,708 – 107,515 |
| Parliamentary Service Level 5 (PSL 5) | 80,853 – 88,697 | 83,279 – 91,358 |
| Parliamentary Service Level 4 (PSL 4) | 72,405 – 78,440 | 74,578 – 80,794 |

Note: Amounts exclude superannuation.

Table A2: Employee numbers (headcount) ^a

| Classification | As at 30 June 2022 | | As at 30 June 2023 | |
|--|--------------------|-------------|--------------------|-------------|
| | Ongoing | Non-ongoing | Ongoing | Non-ongoing |
| Parliamentary Budget Officer | – | 1 | – | 1 |
| SES Band 2 | 2 | – | 2 | – |
| SES Band 1 | 4 | 1 | 4 | – |
| PEL 2 | 8 | 1 | 9 | – |
| PEL 1 | 10 | 1 | 13 | 2 |
| PSL 6 | 12 | – | 7 | – |
| PSL 5 | 5 | – | 6 | – |
| PSL 4 | – | – | – | – |
| Secondees ^b | – | 7 | – | 5 |
| Total | 41 | 11 | 41 | 8 |
| Full-time or part-time ^c | | | | |
| Full-time | 37 | 11 | 32 | 7 |
| Part-time | 4 | – | 9 | 1 |
| Total | 41 | 11 | 41 | 8 |
| Gender ^d | | | | |
| Female | 24 | 5 | 24 | 4 |
| Male | 17 | 6 | 17 | 4 |
| Non-binary | – | – | – | – |
| Total | 41 | 11 | 41 | 8 |

- a. Figures include employees on long-term paid leave and/or secondment and exclude employees on leave without pay.
- b. Secondees represent staff seconded to the PBO from APS agencies (including graduates under the Parliament of Australia graduate program).
- c. Based on the status of employees as at the last pay period of 2022-23, part-time employees are those working less than 38 hours in the fortnight.
- d. Based on data provided by employees on commencement. The Non-binary category includes 'prefers not to answer' and 'uses a different term'.

Table A3: Executive remuneration – Key management personnel

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the PBO, directly or indirectly. The PBO has determined its KMP to be the Parliamentary Budget Officer and the three senior executives supporting this position .

| Position title | Name | Term as KMP | Short-term benefits \$ | | Post-employment benefits \$ | Other long-term benefits \$ | Total remuneration ^c \$ |
|--|-----------|------------------------|--------------------------|--|------------------------------|-----------------------------|------------------------------------|
| | | | Base salary ^a | Other benefits & allowances ^b | Superannuation contributions | Long service leave | |
| Parliamentary Budget Officer (Accountable Authority) | S Helgeby | Full year | 387,836 | 1,623 | 73,966 | 9,050 | 472,475 |
| First Assistant Parliamentary Budget Officer | C Brown | Full year ^d | 92,579 | 406 | 48,801 | 2,800 | 144,585 |
| First Assistant Parliamentary Budget Officer | K Whitham | Full year | 313,160 | 1,623 | 45,793 | 4,415 | 364,990 |
| Chief Operating Officer | G Tunks | Part year ^e | 73,054 | 406 | 12,008 | 1,654 | 87,121 |
| | A Bruce | Part year ^f | 154,698 | 1,217 | 17,531 | 3,844 | 177,291 |
| Total (may not sum due to rounding) | | | 1,021,327 | 5,274 | 198,098 | 21,763 | 1,246,463 |

- a. Base salary includes salary paid and accrued, salary paid while on annual and personal leave, and higher duties allowances. Base salary may be higher than the maximum salary range for the band due to the inclusion of annual leave paid and the net movement in annual leave balances in the reporting period.
- b. Other benefits and allowances relate to fringe benefits tax on the provision of car parking spots.
- c. Total remuneration is calculated on an accrual basis. This means there is a difference between the remuneration determined by the Remuneration Tribunal and the remuneration disclosed in this table and note 1.3 in the annual financial statements.
- d. was on long service leave for the majority of the year.
- e. Commenced 27 March 2023
- f. Departed 24 March 2023

Table A4: Executive remuneration – Senior executives and other highly paid staff ^(a, b)

Senior executives

| Total remuneration bands | Number of senior executives | Short-term benefits \$ | | Post-employment benefits \$ | Other long-term benefits \$ | Average total remuneration \$ |
|--------------------------|-----------------------------|------------------------|---------------------------------------|--------------------------------------|-----------------------------|-------------------------------|
| | | Average base salary | Average other benefits and allowances | Average superannuation contributions | Average long service leave | |
| \$0 – \$240,000 | 5 | 108,062 | 880 | 19,712 | 2,643 | 131,298 |
| \$240,001 – \$245,000 | – | – | – | – | – | – |
| \$245,001 – \$270,000 | 1 | 207,666 | 1,623 | 36,347 | 5,112 | 250,747 |

- a. The PBO had no 'other highly paid staff' above the remuneration threshold amount of \$270,000.
- b. The table includes all substantive senior executives who received remuneration during the reporting period, including those who have been promoted, transferred, or ceased during the reporting period.

Appendix B – List of requirements

Paragraph 17AJ(d) of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) requires the following list of requirements to be included in the annual report as an aid of access.

Table BI: List of requirements

| PGPA Rule Reference | Page no | Description | Requirement |
|---------------------|--|--|-------------|
| 17AD(g) | Letter of transmittal | | |
| 17AI | 3 | A copy of the letter of transmittal signed and dated by accountable authority on the date final text approved, with a statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report. | Mandatory |
| 17AD(h) | Aids to access | | |
| 17AJ(a) | 4–5 | Table of contents. | Mandatory |
| 17AJ(b) | 116 | Alphabetical index. | Mandatory |
| 17AJ(c) | 114 | Glossary of abbreviations and acronyms. | Mandatory |
| 17AJ(d) | 103 | List of requirements. | Mandatory |
| 17AJ(e) | 0 | Details of contact officer. | Mandatory |
| 17AJ(f) | 0 | Entity's website address. | Mandatory |
| 17AJ(g) | 0 | Electronic address of report. | Mandatory |
| 17AD(a) | Review by accountable authority | | |
| 17AD(a) | 8–9 | A review by the accountable authority of the entity. | Mandatory |
| 17AD(b) | Overview of the entity | | |
| 17AE(1)(a)(i) | 21 | A description of the role and functions of the entity. | Mandatory |
| 17AE(1)(a)(ii) | 24 | A description of the organisational structure of the entity. | Mandatory |
| 17AE(1)(a)(iii) | 20 | A description of the outcomes and programmes administered by the entity. | Mandatory |
| 17AE(1)(a)(iv) | 20 | A description of the purposes of the entity as included in corporate plan. | Mandatory |

| PGPA Rule Reference | Page no | Description | Requirement |
|--|---------|---|-----------------------------------|
| 17AE(1)(aa)(i) | 100 | Name of the accountable authority or each member of the accountable authority. | Mandatory |
| 17AE(1)(aa)(ii) | 100 | Position title of the accountable authority or each member of the accountable authority. | Mandatory |
| 17AE(1)(aa)(iii) | 100 | Period as the accountable authority or member of the accountable authority within the reporting period. | Mandatory |
| 17AE(1)(b) | n/a | An outline of the structure of the portfolio of the entity. | Portfolio departments – mandatory |
| 17AE(2) | n/a | Where the outcomes and programmes administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change. | If applicable, Mandatory |
| 17AD(c) Report on the performance of the entity | | | |
| <i>Annual performance Statements</i> | | | |
| 17AD(c)(i); 16F | 26 | Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule. | Mandatory |
| 17AD(c)(ii) Report on financial performance | | | |
| 17AF(1)(a) | 78 | A discussion and analysis of the entity's financial performance. | Mandatory |
| 17AF(1)(b) | 79 | A table summarising the total resources and total payments of the entity. | Mandatory |
| 17AF(2) | n/a | If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results. | If applicable, Mandatory. |

| PGPA Rule Reference | Page no | Description | Requirement |
|----------------------|-------------------------------|---|--------------------------|
| 17AD(d) | Management and accountability | | |
| Corporate governance | | | |
| 17AG(2)(a) | 3, 65 | Information on compliance with section 10 (fraud systems) | Mandatory |
| 17AG(2)(b)(i) | 3, 65 | A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared. | Mandatory |
| 17AG(2)(b)(ii) | 3 | A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place. | Mandatory |
| 17AG(2)(b)(iii) | 3, 65 | A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity. | Mandatory |
| 17AG(2)(c) | 62 | An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance. | Mandatory |
| 17AG(2)(d) – (e) | n/a | A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance. | If applicable, Mandatory |
| Audit Committee | | | |
| 17AG(2A)(a) | 63 | A direct electronic address of the charter determining the functions of the audit committee for the entity. | Mandatory |
| 17AG(2A)(b) | 64 | The name of each member of the entity's audit committee. | Mandatory |
| 17AG(2A)(c) | 64 | The qualifications, knowledge, skills or experience of each member of the entity's audit committee. | Mandatory |
| 17AG(2A)(d) | 64 | Information about the attendance of each member of the entity's audit committee at committee meetings. | Mandatory |
| 17AG(2A)(e) | 64 | The remuneration of each member of the entity's audit committee. | Mandatory |

| PGPA Rule Reference | Page no | Description | Requirement |
|--------------------------------------|---------|--|--------------------------|
| <i>External scrutiny</i> | | | |
| 17AG(3) | 67 | Information on the most significant developments in external scrutiny and the entity's response to the scrutiny. | Mandatory |
| 17AG(3)(a) | n/a | Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity. | If applicable, Mandatory |
| 17AG(3)(b) | 67 | Information on any reports on operations of the entity by the AuditorGeneral (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman. | If applicable, Mandatory |
| 17AG(3)(c) | n/a | Information on any capability reviews on the entity that was released during the period. | If applicable, Mandatory |
| <i>Management of human resources</i> | | | |
| 17AG(4)(a) | 36 | An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives. | Mandatory |
| 17AG(4)(aa) | 99 | Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> • Statistics on fulltime employees • Statistics on parttime employees • Statistics on gender • Statistics on staff location | Mandatory |
| 17AG(4)(b) | n/a | Statistics on the entity's APS employees on an ongoing and nonongoing basis; including the following: <ul style="list-style-type: none"> • Statistics on staffing classification level • Statistics on fulltime employees • Statistics on parttime employees • Statistics on gender • Statistics on staff location • Statistics on employees who identify as Indigenous. | Mandatory |

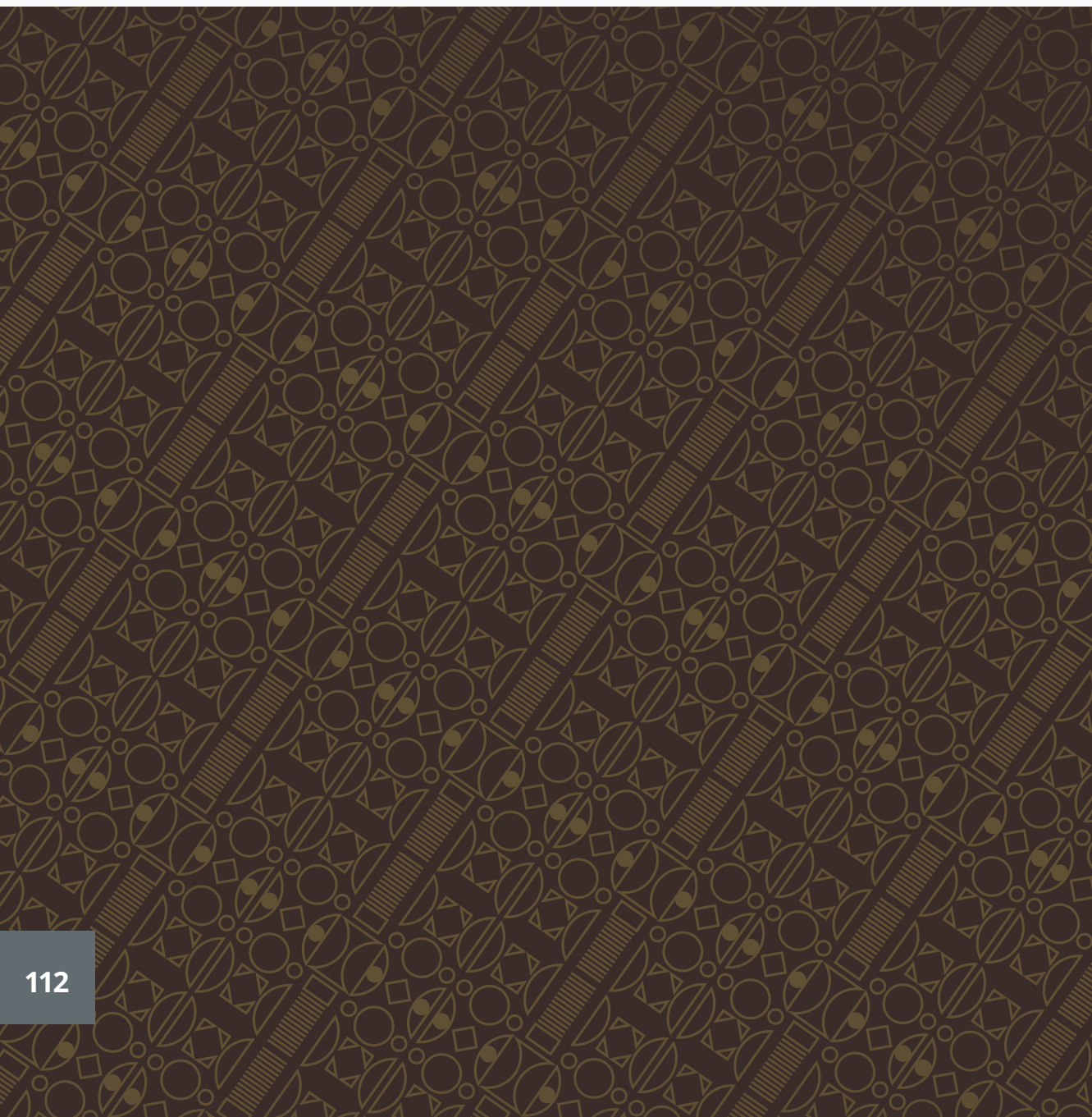
| PGPA Rule Reference | Page no | Description | Requirement |
|--------------------------|---------|---|--------------------------|
| 17AG(4)(c) | 69 | Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Parliamentary Service Act 1999</i> . | Mandatory |
| 17AG(4)(c)(i) | 69 | Information on the number of SES and nonSES employees covered by agreements etc identified in paragraph 17AG(4)(c). | Mandatory |
| 17AG(4)(c)(ii) | 98 | The salary ranges available for parliamentary service employees by classification level. | Mandatory |
| 17AG(4)(c)(iii) | 70 | A description of nonsalary benefits provided to employees. | Mandatory |
| 17AG(4)(d)(i) | n/a | Information on the number of employees at each classification level who received performance pay. | If applicable, Mandatory |
| 17AG(4)(d)(ii) | n/a | Information on aggregate amounts of performance pay at each classification level. | If applicable, Mandatory |
| 17AG(4)(d)(iii) | n/a | Information on the average amount of performance payment, and range of such payments, at each classification level. | If applicable, Mandatory |
| 17AG(4)(d)(iv) | n/a | Information on aggregate amount of performance payments. | If applicable, Mandatory |
| Assets management | | | |
| 17AG(5) | 80 | An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities. | If applicable, mandatory |
| Purchasing | | | |
| 17AG(6) | 81 | An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> . | Mandatory |

| PGPA Rule Reference | Page no | Description | Requirement |
|---|---------|---|-------------|
| Reportable consultancy contracts | | | |
| 17AG(7)(a) | 81 | A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing contracts (inclusive of GST). | Mandatory |
| 17AG(7)(b) | 81 | A statement that <i>"During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"</i> . | Mandatory |
| 17AG(7)(c) | 81 | A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged. | Mandatory |
| 17AG(7)(d) | 82 | A statement that <i>"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."</i> | Mandatory |

| PGPA Rule Reference | Page no | Description | Requirement |
|--|---------|---|--------------------------|
| Reportable non-consultancy contracts | | | |
| 17AG(7A) (a) | 82 | A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). | Mandatory |
| 17AG(7A) (b) | 82 | A statement that " <i>Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.</i> " | Mandatory |
| 17AD(daa) Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts | | | |
| 17AGA | 82 | Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts. | Mandatory |
| Australian National Audit Office access clauses | | | |
| 17AG(8) | n/a | If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the AuditorGeneral with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract. | If applicable, Mandatory |

| PGPA Rule Reference | Page no | Description | Requirement |
|-------------------------------|---------|--|--------------------------|
| Exempt contracts | | | |
| 17AG(9) | n/a | If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters. | If applicable, Mandatory |
| Small business | | | |
| 17AG(10) (a) | 83 | A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.” | Mandatory |
| 17AG(10) (b) | 83 | An outline of the ways in which the procurement practices of the entity support small and medium enterprises. | Mandatory |
| 17AG(10) (c) | n/a | If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.” | If applicable, Mandatory |
| Financial statements | | | |
| 17AD(e) | 84 | Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act. | Mandatory |
| Executive remuneration | | | |
| 17AD(da) | 100 | Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule. | Mandatory |

| PGPA Rule Reference | Page no | Description | Requirement |
|-----------------------|------------------------------------|---|--------------------------|
| 17AD(f) | Other Mandatory Information | | |
| 17AH(1)(a)(i) | n/a | If the entity conducted advertising campaigns, a statement that <i>"During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website."</i> | If applicable, Mandatory |
| 17AH(1)(a)(ii) | 83 | If the entity did not conduct advertising campaigns, a statement to that effect. | If applicable, Mandatory |
| 17AH(1)(b) | n/a | A statement that <i>"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."</i> | If applicable, Mandatory |
| 17AH(1)(c) | 74 | Outline of mechanisms of disability reporting, including reference to website for further information. | Mandatory |
| 17AH(1)(d) | 73 | Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found. | Mandatory |
| 17AH(1)(e) | n/a | Correction of material errors in previous annual report. | If applicable, Mandatory |
| 17AH(2) | 70, 74-75 | Information required by other legislation. | Mandatory |



06

References

Glossary

| Term | Description |
|---------------------|--|
| budget analysis | Budget analysis is analysis that the PBO can be asked to provide about the budget. This may include: information about the amount of money allocated to particular programs; details of the profile of spending on particular programs; or details of the different sub-components of expenditure or revenue associated with a particular program. |
| election commitment | In relation to a general election, this means a policy that a parliamentary party has publicly announced and intends to seek to have implemented after the election, as defined in section 7 of the <i>Parliamentary Service Act 1999</i> . |
| fiscal policy | Fiscal policy refers to the government's financial operations and management, including how much the government spends and on what, how much income the government has and from what sources, and how much the government borrows. 'Fiscal' means relating to government money. |
| policy costing | Policy costings are the PBO's estimate of the financial impact on the Commonwealth Budget of a policy proposal. |

Abbreviations and acronyms

| Term | Description |
|-----------|--|
| APS | Australian Public Service |
| DPS | Department of Parliamentary Services |
| ICT | Information and Communication Technology |
| FCA | Fellow of the Institute of Chartered Accountants |
| FCPA | Fellow of the Certified Practising Accountants |
| FIPPA | Fellow of the Institute of Public Administration Australia |
| GAICD | Graduate of the Australian Institute of Company Directors |
| JCPAA | Joint Committee of Public Accounts and Audit |
| KMP | Key Management Personnel |
| MYEFO | Mid-Year Economic and Fiscal Outlook |
| PBO | Parliamentary Budget Office |
| PEL | Parliamentary Executive Level |
| PGPA Act | <i>Public Governance, Performance and Accountability Act 2013</i> |
| PGPA Rule | <i>Public Governance, Performance and Accountability Rule 2014</i> |
| PLT | Parliamentary Leadership Taskforce |
| PS Act | <i>Parliamentary Service Act 1999</i> |
| PSIEN | Parliamentary Service Indigenous Employee Network |
| PSL | Parliamentary Service Level |
| RAP | Reconciliation Action Plan |
| SES | Senior Executive Service |
| SME | Small and medium enterprises |
| WHS Act | <i>Work Health and Safety Act 2011</i> |

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