

## E. Status of recommendations made in prior reports

The following tables provide the current status of the issues raised in our prior reports.

**Figure E1**  
Status of recommendations from *State entities 2023* (Report 11: 2023–24)

<b>Implement robust policies and procedures to ensure special payments are appropriate, defensible, and transparent. (All entities)</b>		<b>Further action needs to be taken</b>
2023 – REC 1	<p>We recommend that all entities implement robust policies and procedures that specify when a special payment is appropriate and how it should be made. Guidance should outline who is authorised to approve special payments and what constitutes appropriate documentation to support:</p> <ul style="list-style-type: none"> <li>the reason and nature of the payment</li> <li>the approving officer</li> <li>the amount, including supporting calculations.</li> </ul>	<p>This year, total special payments across state entities was \$17.6 million (2023–24: entities spent \$19.6 million). We also saw 11 new deficiencies (2023–24: 14). In line with these findings, we continue to recommend that entities strengthen their policies and procedures related to making special payments.</p>
<b>Improve awareness and understanding of guidance material available for special payments, including ex-gratia payments. (Queensland Treasury)</b>		<b>Partially implemented</b>
2023 – REC 2	<p>We recommend that Queensland Treasury improves the awareness and understanding that all state entities have of guidance material available for special payments, including ex-gratia payments. This should include:</p> <ul style="list-style-type: none"> <li>expectations for internal governance</li> <li>required documentation, including supporting calculations, to support special payments</li> <li>reporting requirements.</li> </ul>	<p>Queensland Treasury is in the process of reviewing and updating special payments guidance material, as required, so entities remain aware of and understand their obligations.</p>

Source: Queensland Audit Office.

**Figure E2**  
Status of recommendations from *State entities 2022* (Report 11: 2022–23)

<b>Audit committees to actively monitor the implementation of audit recommendations (including internal audit recommendations) and encourage the timely resolution of outstanding internal control weaknesses. (Audit committees of all entities)</b>		<b>Further action needs to be taken</b>
2022 – REC 1	<p>We recommend that audit committees of public sector entities actively monitor the implementation of audit recommendations and encourage the timely resolution of outstanding internal control weaknesses. This should ensure the agreed recommendations address the underlying cause of the issue and issues are resolved in accordance with agreed timelines.</p> <p>Audit committees play an integral role in ensuring effective internal controls, including holding management to account so that identified weaknesses are resolved appropriately and in a timely manner.</p>	<p>We continue to see issues that remain outstanding beyond agreed timelines. Of the issues we raised with state entities, 11 per cent are outstanding from more than 2 years ago and have not been resolved this year. Some are outstanding from 2017–18.</p>

Source: Queensland Audit Office.

**Figure E3**  
**Status of recommendations from *State entities 2021* (Report 14: 2021–22)**

<b>Improve timeliness of financial statements being made publicly available. (Departments and relevant ministers)</b>		<b>Fully implemented</b>
2021 – REC 2	<p>Departments and their ministers should explore opportunities for releasing the audited financial statements of public sector entities in a more timely way. This could involve departments progressively providing annual reports to the minister, instead of waiting to provide all annual reports in the portfolio at the same time.</p> <p>Queensland Treasury should consider legislative change to specify the maximum number of days between financial statement certification and tabling. This is the case for Queensland local governments, which must table their annual reports in council within one month of certifying their financial statements. Alternatively, the annual reports for abolished state government entities must be tabled within 14 days of being provided to the minister.</p>	<p>Annual reports have been tabled within legislative timeframes in 2024–25, however we observed a decline in the timeliness of annual report tabling this year. Entities tabled their annual reports (including financial information), on average, one week later than last year.</p> <p>Queensland Treasury has undertaken to encourage tabling at the earliest opportunity but did not accept the recommendation to consider legislative change.</p>
<b>Ensure consistent payroll processes are implemented. (All entities)</b>		<b>Further action needs to be taken</b>
2021 – REC 3	<p>In addition to our recommendation from 2020–21 to promptly review payroll reports, we also recommend entities:</p> <ul style="list-style-type: none"> <li>• provide staff with internal policies and manuals that outline payroll processes</li> <li>• ensure staff consistently comply with these, particularly for processes such as employee terminations and approval of employee overtime.</li> </ul>	<p>We continue to identify departments that have not reviewed payroll reports in a timely manner or at all and have inconsistencies in the completion of payroll processes.</p> <p>In 2024–25, we identified 28 new control deficiencies in payroll (2023–24: 30 control deficiencies).</p>
<b>Review procurement policies and manuals. (All entities)</b>		<b>Further action needs to be taken</b>
2021 – REC 4	<p>Entities should review their procurement policies and manuals to ensure they give clear guidance for staff to follow when making procurement decisions. The policies and manuals should also specify what documentation staff should maintain to record the process and decisions.</p>	<p>We continue to identify deficiencies relating to procurement and contract management processes at state entities.</p> <p>Entities need to take further action to enhance their procurement practices.</p>

**Figure E4**  
**Status of recommendations from *State entities 2020* (Report 13: 2020–21)**

<b>Verify changes to supplier and employee information to prevent fraud. (All entities)</b>		<b>Appropriate action has been taken</b>
2020 – REC 4	<p>We recommend all entities ensure requests to change employee and supplier bank account details are verified using independently sourced information and reviewed by a person who is not involved in processing the change.</p>	<p>Entities have implemented appropriate controls to change employee and supplier bank accounts including verifying to independently sourced information and a secondary review.</p>



Promptly review employee payments. (All entities)		Further action needs to be taken
2020 – REC 5	All entities need to ensure managers have ready access to payroll reports that are easy to use and contain all required information; understand the importance of reviewing these reports in a timely manner each fortnight; and have a consistent and efficient process for documenting their review.	<p>We continued to identify deficiencies relating to payroll processes at:</p> <ul style="list-style-type: none"> <li>• core departments – 5 new deficiencies</li> <li>• other state entities – 12 new deficiencies.</li> </ul> <p>Entities need to take further action to enhance their payment amendment practices.</p>

Source: Queensland Audit Office.

Where a recommendation is specific to an entity, we have reported on the action that entity has taken and whether the issue is considered to be *fully implemented*, *partially implemented*, *not implemented* or *no longer applicable*.

Status	Definition	
<b>Fully implemented</b>	Recommendation has been implemented, or alternative action has been taken that addresses the underlying issues and no further action is required. Any further actions are business as usual.	
<b>Partially implemented</b>	Significant progress has been made in implementing the recommendation or taking alternative action, but further work is required before it can be considered business as usual. This also includes where the action taken was less extensive than recommended, as it only addressed some of the underlying issues that led to the recommendation.	
<b>Not implemented</b>	<b>Recommendation accepted</b>	No or minimal actions have been taken to implement the recommendation, or the action taken does not address the underlying issues that led to the recommendation.
	<b>Recommendation not accepted</b>	The government or the agency did not accept the recommendation.
<b>No longer applicable</b>	Circumstances have fundamentally changed, making the recommendation no longer applicable. For example, a change in government policy or program has meant the recommendation is no longer relevant.	

Where a general recommendation has been made for all entities to consider, we have assessed action on issues reported to specific entities in the prior year, as well as any further issues identified in the current year. On this basis, we have concluded whether *appropriate action has been taken* across the sector, or if *further action needs to be taken* to address the risk identified.

Status	Definition
<b>Appropriate action has been taken</b>	Recommendations made to individual entities have been implemented, or alternative action has been taken that addresses the underlying issues, and no further action is required. No new issues have been identified across the sector that indicate an ongoing underlying risk to the sector that requires reporting to parliament.
<b>Further action needs to be taken</b>	Recommendations made to individual entities have not been fully implemented, and/or new recommendations have been made to individual entities, indicating further action is required by entities in the sector to address the underlying risk.