Appendix 1.
Governance boards and committees

Board of Management

Description
The role of the Board of Management is to maintain a sharp focus on the department’s strategic activities, performance and partnerships, and respond quickly and strategically to emerging issues.

Membership
» Director-General (chair)
» Deputy Director-General, Corporate Services
» Deputy Director-General, Disability Services
» Assistant Director-General, Strategic Policy and Legislation
» Assistant Director-General, Community Services
» Assistant Director-General, NDIS Program Management Office
» Senior Executive Director, Disability Accommodation, Respite and Forensic Services
» Chief Human Resource Officer
» Chief Finance Officer

Meeting frequency
Fortnightly

Achievements in 2018–19
From July 2018 to June 2019, the Board of Management:
» led and monitored significant reform processes, including the final year of the NDIS transition to full scheme from 1 July 2019, involving:
  › supporting NDIS-affected employees to move into the NDIS or to find suitable alternative employment
  › managing and delivering the organisational redesign to position the department post-full scheme NDIS
» developed the department’s Strategic Plan 2019–2023, including strategic objectives that:
  › improve the wellbeing of individuals requiring community, disability and seniors support
  › strengthen communities and help them thrive
  › invest in quality responsive services and supports
  › demonstrate leading and responsive approaches in our management and governance
» delivered initiatives to grow workforce and industry capacity and capability in the Queensland community services sector
» led and oversighted projects and age-friendly supports for seniors, including the implementation of the Queensland online veteran’s portal.
Change Oversight Group

Description
The role of the Change Oversight Group (COG) is to oversee the decommissioning of Disability Services and development and establishment of a new organisational structure.

Membership
» Director-General (chair)
» Deputy Director-General, Corporate Services
» Deputy Director-General, Disability Services
» Assistant Director-General, Community Services
» Assistant Director-General, Strategic Policy and Legislation
» Chief Finance Officer
» Chief Human Resource Officer
» Chief Information Officer (DCSYW) — under MoU agreement
» Senior Executive Director, Disability Accommodation, Respite and Forensic Services
» Assistant Director-General, NDIS Program Management Office
» Executive Director, NDIS Program Management Office
» Executive Director, Community Services
» Director, Office of the Director-General
» Change Manager

Meeting frequency
Scheduled weekly

Achievements in 2018–19
From March 2019 to June 2019, the COG:
» applied a project management approach to the change process to provide oversight of:
  › closure of regional disability offices, acquittal of legislative requirements, transition of staff to new career paths and secure data storage
  › establishment of new organisational structures, governance mechanisms, processes and procedures, including approving plans to establish Disability Connect Queensland
  › risk management framework identifying barriers and opportunities
» implemented a change management process incorporating readiness activities, divisional work plans and team communication strategies
» directed the establishment of a Change Champions network responsible for facilitating the management of stakeholder engagement and implementation of the Social Investment Program contract management system
» planned and facilitated a Senior Leaders Forum in April 2019, with 45 attendees from around the state, working to identify actions and priorities to prepare the department for changes from 1 July 2019.
Data Governance Board

Description
The Data Governance Board provides leadership, oversight and strategic direction for the department’s information and data enabled priorities and objectives as defined in the DCDSS 2018–2022 Strategic Plan. Delivering on these priorities and objectives will ensure the department contributes to the social and economic wellbeing of people and places, using data and information to inform service delivery and drive continual practice improvement. A key artefact in delivering a quality data governance solution is a framework for use within the agency.

The Data Governance Framework will encompass the strategic drivers, legislative environment and policies and procedures which impact on the governance of the agency’s data. Within the framework will be a governance model defining the roles, responsibilities, accountabilities and decision rights that ensure data is fit for purpose.

Membership
» Deputy Director-General, Corporate Services (chair)
» Chief Information Officer
» Director, Commissioning and Investment
» Director, Client Service Innovation and Reform
» Director, Systems Performance
» Senior Executive Director, Disability Accommodation, Respite and Forensic Services
» Manager, Corporate Information
» Regional Director (Open)
» Director, Client Innovation and Information

Meeting frequency
Tri-annually

Achievements in 2018–19
» Data governance was previously managed with a joint DCDSS and DCSYW board. In September 2018, the Information and Innovation Committee (IIC) approved that this board be split into an agency-specific board.
» Terms of reference and membership were approved by the IIC for the Data Governance Board.
» The data governance framework developed for the joint agencies has been reviewed by an external auditor, PriceWaterhouseCoopers Australia (PwC), with minor recommendations identified.
» Work has started on adapting this framework to meet DCDSS’ needs.
» The open data publication process is currently under review.
» Updates are being made to the data governance policy and procedure.
» Compliance to data governance best practice has been applied to all projects delivered during 2018–19 as part of the solution design architectural review.
» Training in data governance is available through the iLearn online training facility.
Finance and Budget Committee

Description
The Finance and Budget Committee is responsible for overseeing budget investment decisions and allocation processes for ensuring that appropriate financial controls are in place, and providing financial and budget advice to the Board of Management.

Membership
» Deputy Director-General, Corporate Services (chair)
» Chief Finance Officer
» Deputy Director-General, Disability Services
» Assistant Director-General, Community Services
» Assistant Director-General, Strategic Policy and Legislation
» Senior Executive Director, Disability Accommodation, Respite and Forensic Services
» Director, Funding Services

Meeting frequency
Monthly, or as required by the chair

Achievements in 2018–19
From July 2018 to June 2019, the committee:
» reviewed and monitored financial performance to maximise use of available funds and enable management of the impact of the transition to the NDIS and emerging issues such as disaster events
» provided leadership and direction in the financial management and performance of the department that facilitated alignment of funding strategies with the achievement of the department’s strategic objectives and the delivery of key services to clients by non-government organisations
» applied the fiscal strategy and budget rules and ensured these were adopted by all organisational units to ensure the application of appropriate accounting principles and standards and compliance with departmental specific requirements
» identified strategies to address budget pressures and maximise the availability of departmental funds in the current and future years by closely scrutinising expenditure versus forecasts and seeking deferrals for unavoidable expenditure delays, rigorous reconciliation practices surrounding NDIS expenditure and recovery of funds from the National Disability Insurance Agency and Queensland Treasury as required due to the slower than anticipated transition of clients to the NDIS
» reviewed and provided direction on the overall ICT-enabled portfolio for strategic alignment, value and benefit delivery. The Social Investment Program (procure to pay system), which will have a major impact on the management of procurement and contract management within the department, is well advanced for implementation in the 2019–20 financial year.
Audit and Risk Committee

Description
The Audit and Risk Committee provides independent assurance and assistance to the Director-General on the risk, control and compliance frameworks and the department’s external accountability responsibilities, and other matters relevant to the duties and responsibilities of the committee, and as prescribed in the Financial Accountability Regulation 2009 and the Financial and Performance Management Standard 2009.

Membership
» All appointments to the committee are at the discretion of the Director-General.

Meeting frequency
Quarterly, or as required by the chair

Achievements in 2018–19
From July 2018 to June 2019, the committee:
» monitored completion of the Strategic Internal Audit Plan and the implementation of recommendations arising from the internal audit reports
» reviewed and endorsed the Annual Financial Statements
» reviewed and endorsed the Chief Finance Officer Statement of Assurance.
Fraud and Corruption Control Committee

Description
The Fraud and Corruption Control Committee is a sub-committee of the Audit and Risk Committee. The committee is responsible for providing oversight of the department’s fraud and corruption prevention program and monitoring the effectiveness of internal controls and compliance with relevant legislation and government practice requirements.

The committee also provides an advisory role in relation to fraud and corruption control related activities to the Audit and Risk Committee and other committees within the governance framework as appropriate.

Membership
» Chief Finance Officer (chair)
» Senior Executive Director, Disability Accommodation, Respite and Forensic Services
» Chief Human Resource Officer
» Chief Procurement Officer
» Director, Special Projects, Communications and Governance
» Director, Funding Services
» Executive Director, Community Services
» Chief Information Officer (DCSYW) – under the MoU agreement
» Manager, Financial Governance

Meeting frequency
Quarterly, or as required by the chair

Achievements in 2018–19
From July 2018 to June 2019, the committee:
» developed the department’s Fraud and Corruption Control Action Plan 2018–2020. The plan captures the activities integral for the department to prevent, detect and respond to occurrences of fraud and corruption and establishes accountability for these activities
» introduced a standard agenda item for the review of incidents of fraud and corruption to assess whether control activities are proving effective and to identify any opportunities for the development of improved controls
» updated the department’s Fraud and Corruption Control Risk Register in line with the revised enterprise risk management framework.
Workforce and Capability Committee

Description
The Workforce and Capability Committee provides strategic and operational direction on human resource and workforce management issues. It is a decision-making committee.

Membership
» Deputy Director-General, Corporate Services (chair)
» Chief Human Resource Officer
» Assistant Director-General, Strategic Policy and Legislation
» Assistant Director-General, Community Services
» Senior Executive Director, Disability Accommodation, Respite and Forensic Services
» Regional Directors (Brisbane, Far North Queensland, North Queensland and South West Regions)

Meeting frequency
Bi-monthly

Achievements in 2018–19
From July 2018 to June 2019, the committee:
» provided advice on the Community Services Workforce futures that assisted the department in its job design and restructuring activities for the community services workforce
» endorsed the DCDSS Leadership Charter implementation and communication plans, which provide guiding principles and behaviours for our leaders in alignment with the LEAD4QLD priorities and our public service values
» endorsed the Strategic Workforce Plan 2018–2022, which provides direction and a consistent frame of reference for all our current and expected workforce activities
» endorsed the Diversity and Inclusion Strategy 2018–2020, which provides the key diversity actions and targets for a range of groups, including women in leadership roles, Aboriginal and Torres Strait Islander employees, employees with a disability and employees from a non-English speaking background
» endorsed the Workforce Capability Plan, which outlines the key priorities, actions and performance measures for our staff’s learning and development
» provided support and advice on organisational change, which assisted the department to transition to our new 2019 structure and also assisted with the department’s transition to the NDIS by June 2019.
Information and Innovation Committee

Description
The Information and Innovation Committee is the Information, Communication and Technology (ICT) governance committee for both the Department of Child Safety, Youth and Women (DCSYW) and the Department of Communities, Disability Services and Seniors (DCDSS).

The committee manages all ICT-enabled business initiatives and is the primary governance body by which the departments ensure they maximise the value of their business investments that have an ICT-enabled component.

ICT governance is a mandated policy requirement under the Queensland Government’s ICT resources strategic planning policy Information Standard 2 (IS2) – departments must establish ICT governance arrangements.

The committee is a decision-making committee and is responsible for delivery of components of the Strategic Plan (per its scope/objectives). This includes increasing its focus on enabling the Digital Vision across the departments and into the other governance committees.

Membership
» Assistant Director-General and Chief Information Officer, IIR, DCSYW (chair appointed in May 2019 – former chair Deputy Director-General, Corporate Services DCDSS)
» Deputy Director-General, DCDSS Corporate Services
» Assistant Director-General, DCSYW Corporate Services
» Chief Finance Officer, DCDSS
» Assistant Director-General, Community Services DCDSS
» Executive Director, Disability Services Commissioning DCDSS
» Executive Director, Strategy and Delivery Performance, DCSYW
» Executive Director, Practice Connect, Service Delivery, DCSYW
» Director, Transition, Youth Justice Services
» Regional Executive Director DCSYW (regional rotation)
» Regional Director DCSYW (regional rotation)
» Head of Internal Audit and Compliance Services
» Whole-of-Government Representative (QGCIO)
» Director, Enterprise Portfolio Management Office

Meeting frequency
Bi-monthly, or as required by the chair
Achievements in 2018–19

From July 2018 to June 2019, the committee:

» endorsed the departmental Innovation Framework established within IIR for both agencies
» finalised the ICT Portfolio Prioritisation for 2018–19 financial year for DCDSS and DCSYW initiatives
» confirmed the establishment of two separate agency Data Governance Boards post the machinery-of-government (MoG), approving the proposed terms of reference and membership
» confirmed post-MoG, for the Information Security Steering Committee to remain as one committee to govern DCDSS and DCSYW, with the IIC confirming the updated terms of reference and membership
» endorsed the approach to the 2019–20 ICT Portfolio Prioritisation Process, updated due to the tight fiscal environment
» reviewed and updated the Information, Innovation and Recovery’s Disaster Recovery Plan and Business Continuity Plan, updating the critical systems list
» endorsed the Information and Innovation (ICT) Strategic Plans for DCDSS and DCSYW
» endorsed the establishment of the Youth Justice Information Management Project (YJIM — the rollout of iDOCS into the Department of Youth Justice alongside the Destination Information Initiative)
» with the establishment of the Department of Youth Justice, endorsed some updates to the IIC terms of reference:
  › appointing the Assistant Director-General and Chief Information Officer as chair from May 2019
  › including the Department of Youth Justice as a third agency to have the IIC as its ICT governance committee
  › revisiting the memberships of each agency
» reviewed and updated the following policies and procedures:
  › Unified Communications Policy
  › Records Governance Policy and Procedure
  › Web Publishing Policy and Procedure.
Queensland Social Cohesion Implementation Committee

Description

The Queensland Social Cohesion Implementation Committee provides expert advice to the Queensland Government to inform Whole-of-Government and community initiatives that enhance social cohesion in our communities.

The committee oversees the development and implementation of action plans for Queensland, with priorities and related strategies that:

- promote the benefits of diversity in Queensland
- strengthen community cohesion and resilience
- reduce marginalisation
- address anti-social behaviour and behaviour that may lead to violence or physical harm to others.

The committee reports to the Queensland Security Cabinet Committee through the Premier and Minister for Trade, and the Minister for Employment and Industrial Relations, Minister for Racing and Minister for Multicultural Affairs.

Membership

- Mr Scott Stewart MP (chair)
- Professor Lesley Chenoweth AO (deputy chair)
- Mrs Josephine Aufai
- Mr Petero Civoniceva
- Ms Gail Ker AOM
- Mr Fahim Khondaker
- Miss Prudence Melom
- Ms Tammy Wallace

A number of government department representatives attend committee meeting as observers.

Meeting frequency

Quarterly

Achievements in 2018–19

From July 2018 to June 2019, the committee:

- met four times in November, April, May and June to oversee implementation of Cohesive Communities action plans
- utilised findings from the independent evaluation of *Cohesive Communities: An Action Plan for Queensland 2016–2018 (Stage 1)* to inform the development and targeting of a second stage of work
- endorsed an approach for the delivery of a second stage of implementation of *Thriving Cohesive Communities: An Action Plan for Queensland 2019–2021 (Stage 2)* that builds on the momentum and achievements of stage 1.
Appendix 2. Our legislation

The Department of Communities, Disability Services and Seniors’ functions and powers are derived from administering the following Acts of Parliament, in accordance with the relevant Administrative Arrangements Orders.

Our Director-General, on behalf of our Minister, is responsible for administering these Acts.

The statutory objectives for each Act are outlined below.

» **Carers (Recognition) Act 2008**

The objects of the Act are to:

- recognise the valuable contribution by carers to the people they care for
- recognise the benefit, including the social and economic benefit, provided by carers to the community
- provide for the interests of carers to be considered in decisions about the provision of services that impact on the role of carers
- establish the Carers Advisory Council.

» **Community Services Act 2007**

The main object of this Act is to safeguard funding for the delivery of products or services to the community that:

- contribute to Queensland’s economic, social and environmental wellbeing
- enhance the quality of life of individuals, groups and communities.

» **Disability Services Act 2006**

The objects of this Act are to:

- acknowledge the rights of people with disability, including by promoting their inclusion in the life of the community generally
- ensure that people with disability have choice and control in accessing relevant disability services
- ensure that disability services funded by the department are safe, accountable and respond to the needs of people with disability
- safeguard the rights of adults with an intellectual or cognitive disability, including by regulating the use of restrictive practices by funded service providers in relation to those adults:
  - only where it is necessary to protect a person from harm
  - with the aim of reducing or eliminating the need for use of the restrictive practices.

» **Guide, Hearing and Assistance Dogs Act 2009**

The objects of this Act are to:

- assist people with disability who rely on guide, hearing or assistance dogs to have independent access to the community
- ensure the quality and accountability of guide, hearing and assistance dog training services.
Appendix 3. National partnership agreements

National Disability Insurance Scheme (NDIS) Full Scheme Bilateral Agreement

On 9 July 2019, the Queensland and Commonwealth governments finalised the full scheme agreement for the NDIS, which puts in place long-term funding and governance arrangements between governments from 1 July 2020.

The agreement provides certainty for Queenslanders with disability that the NDIS will be there to support them into the future.

Governments have agreed to a temporary continuation of the terms of transition to 1 July 2020, recognising that Queensland’s participant numbers are lower than estimated.

With approximately 50,000 participants in Queensland currently benefiting from the scheme, the National Disability Insurance Agency and its partners will be focused on supporting more people with disability to access the NDIS throughout 2019–20.

From 2020–21, Queensland will contribute $2.13 billion annually to the scheme until at least mid-2028.

The NDIS is now available in all areas in Queensland.

National Partnership on DisabilityCare Australia Fund (DCAF) Payments

From 1 July 2014, the Commonwealth Government increased the Medicare levy from 1.5 to 2 per cent to help pay for the NDIS.

The DisabilityCare Australia Fund (DCAF), which comprises these funds, was established to reimburse states, territories and the Commonwealth for expenditure incurred in relation to NDIS package costs or other NDIS costs agreed through a bilateral agreement with the Commonwealth.

On 9 July 2019, the Commonwealth and Queensland governments signed the National Partnership on DisabilityCare Australia (DCAF) Payments to access Queensland’s share of DCAF from 1 July 2014.

Under this national partnership, Queensland can access $1.95 billion in DCAF payments to 2023–24, including back pay of $350 million in 2019–20 and $488.6 million in 2020–21.
Transition to a National Disability Insurance Agency
“National Health and Hospital Network – Specialist Disability Services for Over 65s”

As at 1 July 2018, administrative, funding and service delivery responsibility has been successfully transferred for 458 Queensland clients aged 65 years and over from the Queensland Government to the Commonwealth Department of Health’s Continuity of Support Program for Older Clients.

Agreement between parties for the transition to full coverage of NDIS in Queensland, including transfer of administrative and service delivery arrangements for people 65 years and over in receipt of specialist disability service at the time their area of residence transitions to the NDIS.

Successful clients and funding transfers from Queensland to the Commonwealth Government through the National Health and Hospital Network, in line with the agreement.

In 2018–19, $50.9 million was paid to the National Disability Insurance Agency (NDIA) in recognition of the transfer of a total of 557 clients 65 years and over transitioning from the Queensland Government.

Commonwealth funding of $69.6 million has been paid to the NDIA over the three-year transition to 30 June 2019.

National Partnership on Pay Equity for the Social and Community Services Sector 2016 to 2019

The agreement was introduced in 2013 and contributed to assisting the social and community services sector with additional costs arising from the Equal Remuneration Order handed down by the then Fair Work Australia on 1 February 2012.

This agreement effectively extended the National Partnership Agreement on Pay Equity for the Social and Community Services Sector which commenced on 18 July 2013, and was delivered on 30 June 2019.

The Queensland Government has funded eligible non-government organisations under this national partnership. This funding is the Australian Government’s contribution to assist eligible funded employers in the social and community services sector to meet the additional wage costs arising from the Equal Remuneration Order handed down by the then Fair Work Australia on 1 February 2012.

The objectives and outcomes of this agreement provided wage supplementation to assist the community services industry manage current and future effects of wage rises.

In 2018–19, the department made payments of approximately $642,000 to 68 organisations.

Agreed Commonwealth funding was $147,504 million over the course of the agreement.

## Appendix 4. Government bodies

### Queensland National Disability Insurance Scheme Transition Advisory Group (QTAG)

<table>
<thead>
<tr>
<th>Act or instrument</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Functions</strong></td>
<td>QTAG provides advice to the Minister for Disability Services and the Queensland Government in relation to Queensland’s transition to the NDIS. QTAG is advisory only and not a decision-making body. QTAG will provide advice in the context of peak bodies and organisations representing the views of people with disability, families, carers, and service providers to inform Queensland’s transition to the NDIS. QTAG members will be asked to provide feedback and comment on identified challenges and questions regarding the transition.</td>
</tr>
</tbody>
</table>
| **Achievements**  | Members have provided valuable strategic advice on issues such as:  
» strategies specific to Aboriginal and Torres Strait Islander peoples  
» non-government organisation sector workforce  
» participant and provider readiness  
» rural and remote strategies  
» interpreters for NDIS participants from culturally and linguistically diverse backgrounds  
» mental health services under the NDIS  
» transport  
» NDIS delays  
» mainstream interface issues  
» plan under-utilisation. |
| **Financial reporting** | Not applicable |

**Remuneration:** no meeting fees are provided

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
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<td>Paige Armstrong</td>
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<td>Ian Montague**</td>
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<td>Member</td>
<td>Peter Selwood</td>
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| No. scheduled meetings/sessions | 6 |

| Total out of pocket expenses | $4540.44 for catering, venue hire and AUSLAN interpreting costs, met within existing departmental budget |

** Ian Montague was appointed from October 2018.
Queensland Carers Advisory Council (QCAC)

**Act or instrument**

| Carers (Recognition) Act 2008 |

**Functions**

The functions of the council are to:

- work to advance the interests of carers and promote compliance by public authorities with the carer charter
- make recommendations to the Minister on enhancing compliance by public authorities with the carers charter
- provide general advice to the Minister on matters relating to carers
- carry out other functions as directed by the Minister.

**Achievements**

During the 2018–19 financial year, the QCAC provided advice to the Minister on a number of key issues for carers, identifying carer legislation and policy, health and wellbeing, and data collection and demographic information as priorities.

A background paper on the health and wellbeing of carers was prepared for the QCAC to inform members’ discussion of the issue. On advice from QCAC members, to raise awareness and improve support for carers, the department provided additional information online and in social media regarding the social and economic contribution of carers, and suggestions for how to provide practical support for carers in their everyday lives and in the workplace.

The Minister wrote to Australian Government Ministers for Health, Social Services and the NDIS advocating additional support for carers to improve their health and wellbeing.

The QCAC also provides a forum for members to receive up-to-date information about issues affecting carers such as the introduction of the Australian Government Integrated Carer Support Service and the introduction of the NDIS in Queensland. An important part of members’ role is to disseminate this information to carers through their networks in the community.

**Financial reporting**

Not applicable

**Remuneration as per below**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings / sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
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<td>Chairperson</td>
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<tr>
<td>Teresa Pilbeam</td>
<td>2</td>
<td>$150 per half day sitting</td>
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<td>Kirsty Buckley</td>
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<td>N/A (not eligible)</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Carer organisation representative</td>
<td>Name</td>
<td>No. scheduled meetings/sessions</td>
<td>Fee</td>
<td>N/A</td>
<td>Total out of pocket expenses</td>
</tr>
<tr>
<td>Gary Bourke</td>
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<td>N/A</td>
<td>N/A</td>
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</tr>
<tr>
<td>Debra Cottrell</td>
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<td>Sarah Mitchell</td>
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<tr>
<td>Donna Shkalla</td>
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<td>N/A</td>
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<tr>
<td>Stacey Field (proxy for Donna Shkalla)</td>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
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</tr>
<tr>
<td>Government representative</td>
<td>Name</td>
<td>No. scheduled meetings/sessions</td>
<td>Fee</td>
<td>N/A</td>
<td>Total out of pocket expenses</td>
</tr>
<tr>
<td>Hannah Cruikshank</td>
<td>2</td>
<td>N/A</td>
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<tr>
<td>Sarah Mitchell</td>
<td>2</td>
<td>N/A</td>
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<tr>
<td>Shayna Smith</td>
<td>2</td>
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<tr>
<td>Carmel Ybarlucea</td>
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<td>N/A</td>
<td>N/A</td>
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<tr>
<td><strong>No. scheduled meetings/sessions</strong></td>
<td>2</td>
<td>$900</td>
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</table>
Queensland Disability Advisory Council and regional disability advisory councils

<table>
<thead>
<tr>
<th>Act or instrument</th>
<th>Disability Services Act 2016, sections 222 and 223</th>
</tr>
</thead>
</table>
| Functions         | The Queensland Disability Advisory Council and seven regional disability advisory councils provide the Minister with independent and timely advice about important disability matters that have a regional, statewide or national impact. Members were appointed to the councils for a three-year term through to June 2019 to coincide with Queensland’s transition to the NDIS. In 2018–19, council members had a specific focus on two key priorities:  
  » supporting Queenslanders to prepare for and transition to the NDIS  
  » promoting a socially inclusive Queensland and promoting the state disability plan All Abilities Queensland.  
All council members are representative of their communities and include people with disability, family members, carers, advocates and academics, as well as members from community organisations, businesses, local government and disability service providers.  
The 11-member Queensland Disability Advisory Council comprises the chairs of the seven regional councils and four additional members with specialist expertise or knowledge. The seven regional councils support the Queensland council. Each regional council has between seven and 10 members.  
At 30 June 2019, there were 65 disability advisory council members across the state. |
### Achievements

Each of the councils meets quarterly.

In 2018–19, council members actively engaged with their networks and communities about the NDIS, providing new information, clarifying processes, raising issues and sharing experiences.

Members played a significant role in advising government about the benefits and impacts of the NDIS, including the positive changes that people with disability were experiencing through their NDIS plans, and opportunities to further improve the NDIS planning processes and information for participants. Members successfully supported Queenslanders to prepare for and transition to the NDIS, and promoted a socially inclusive Queensland, in line with the priorities identified in the State Disability Plan *All Abilities Queensland: opportunities for all* and the National Disability Strategy.

In 2018–19, members worked with their local councils to improve access and inclusion for people with disability in their communities.

Members raised the impact of limited transport funding in participants’ NDIS plans and the impact of the removal of Queensland’s taxi subsidy scheme. This advice contributed to government’s understanding of the issue and subsequent decision to reinstate the taxi subsidy scheme in Queensland until the broader transport interface issue is addressed at a national level.

Members provided initial feedback to the Community Recovery Team on issues raised following the devastating flooding in early February 2019 in north and north-west of Queensland, for example, the need for statewide consistency by local councils to support people with disability during these events. Members also provided feedback to assist with the possible development of a Queensland Disaster Incident Recovery toolkit.

Council members act as a consultative forum when the government or Minister request disability stakeholder views. Members provided input on a broad range of issues, including transport accessibility matters, health, the National Disability Agreement and advocacy strategy, and participated in workshops on the review of the Disability Services Act.

### Financial reporting

The transactions of the councils are accounted for in the department’s financial statements.

### No. of scheduled meetings/sessions

During 2018–19, the Queensland Disability Advisory Council met four times for a total of eight days.

Each of the seven regional councils met four times for a total of 24.5 days in 2018–19.

Council members were also invited to attend other ad hoc meetings throughout the year to represent the views of Queenslanders with disability, including national meetings and workshops with Queensland Government departments.
## 1. Queensland Disability Advisory Council

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/ sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Sharon Boyce</td>
<td>7.5</td>
<td>$17,160 pa + $520 daily</td>
<td>N/A</td>
<td>$21,580</td>
</tr>
<tr>
<td>Deputy Chair</td>
<td>Anita Veivers</td>
<td>4</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$2,200</td>
</tr>
<tr>
<td>Member</td>
<td>Bernard McNair</td>
<td>2</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$1,000</td>
</tr>
<tr>
<td>Member</td>
<td>Paul Larcombe</td>
<td>3</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Harry McConnell</td>
<td>1</td>
<td>$400 daily</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td>Member</td>
<td>Ken Parker</td>
<td>8</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$4,000</td>
</tr>
<tr>
<td>Member</td>
<td>Barry Skinner</td>
<td>8</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$3,260</td>
</tr>
<tr>
<td>Member</td>
<td>Peter Gurr</td>
<td>6</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$2,000</td>
</tr>
<tr>
<td>Member</td>
<td>Pam Spelling</td>
<td>4</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$1,600</td>
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<tr>
<td>Member</td>
<td>Laurence Bray</td>
<td>8</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$3,200</td>
</tr>
<tr>
<td>Member</td>
<td>Semah Mokak-Wischki</td>
<td>8</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$3,400</td>
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<tr>
<td>Member</td>
<td>Benjamin Keast (proxy for SW Region)</td>
<td>6</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$3,000</td>
</tr>
<tr>
<td>Member</td>
<td>Simon Wright (proxy for FNQ Region)</td>
<td>5.5</td>
<td>$400 daily</td>
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<tr>
<td>Member</td>
<td>Robert Hannaford (proxy for SE Region)</td>
<td>5</td>
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<td>$2,000</td>
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<tr>
<td>Member</td>
<td>Liza Clews (proxy for NQ Region)</td>
<td>2</td>
<td>$400 daily</td>
<td>N/A</td>
<td>$1,000</td>
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<tr>
<td>Member</td>
<td>Gillian Costabeber (proxy for BNE Region)</td>
<td>4</td>
<td>$400 daily</td>
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<td>$2,000</td>
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</table>

**Total actual fees paid:** $53,440
**Total out of pocket expenses:** $13,498.03
**Total number of scheduled meetings:** 4
## 2. Far North Queensland Regional Disability Advisory Council

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Anita Veivers</td>
<td>4</td>
<td>$390 daily</td>
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<td>$975</td>
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<tr>
<td>Member</td>
<td>Arnold Budd</td>
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<td>$300 daily</td>
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<td>$750</td>
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<tr>
<td>Member</td>
<td>Benjamin Keast</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$750</td>
</tr>
<tr>
<td>Member</td>
<td>Felicia Bowen</td>
<td>0</td>
<td>$300 daily</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td>Member</td>
<td>James Gegg</td>
<td>2</td>
<td>$300 daily</td>
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<tr>
<td>Member</td>
<td>Peter Lenoy</td>
<td>4</td>
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<td>N/A</td>
<td>$750</td>
</tr>
<tr>
<td>Member</td>
<td>Rosemary Iloste</td>
<td>2</td>
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<tr>
<td>Member</td>
<td>Sandra Kelly</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$600</td>
</tr>
<tr>
<td>Member</td>
<td>Sharon Carter</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>Sue Tomasich</td>
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<td>$300 daily</td>
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Total actual fees paid: $5,175
Total out of pocket expenses: $1,417.81
Total number of scheduled meetings: 4

## 3. North Queensland Regional Disability Advisory Council

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<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Bernard McNair</td>
<td>1</td>
<td>$390 daily</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>Anne Hodge</td>
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<tr>
<td>Member</td>
<td>Liza Clews</td>
<td>3</td>
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<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Gillian Costabeber</td>
<td>4</td>
<td>$300 daily</td>
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<tr>
<td>Member</td>
<td>Vicky Saunders</td>
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<td>$300 daily</td>
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<tr>
<td>Member</td>
<td>Carmel Dargan</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$600</td>
</tr>
<tr>
<td>Member</td>
<td>Ann Greer</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>John Lovi</td>
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<tr>
<td>Member</td>
<td>Debra King</td>
<td>0</td>
<td>$300 daily</td>
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<tr>
<td>Member</td>
<td>Thomas Block</td>
<td>3</td>
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<tr>
<td>Guest Member</td>
<td>Sonia Gilchrist</td>
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Total actual fees paid: $7,260
Total out of pocket expenses: $15,285.75
Total number of scheduled meetings: 4
### 4. Central Queensland Regional Disability Advisory Council

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<th>Position</th>
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<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
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</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Ken Parker</td>
<td>3</td>
<td>$390 daily</td>
<td>N/A</td>
<td>$1,560</td>
</tr>
<tr>
<td>Member</td>
<td>Tracey Alexander</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>Shari Guinea</td>
<td>3</td>
<td>$300 daily</td>
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<tr>
<td>Member</td>
<td>Michael Mahon</td>
<td>0</td>
<td>$300 daily</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>Helen Jarvis</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
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<td>Total actual fees paid: $3,960</td>
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<td>Total out of pocket expenses: $1,079.52</td>
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<td>Total number of scheduled meetings: 4</td>
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### 5. North Coast Regional Disability Advisory Council

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Barry Skinner</td>
<td>3</td>
<td>$390 daily</td>
<td>N/A</td>
<td>$1,080</td>
</tr>
<tr>
<td>Member</td>
<td>Jennifer Buchanan</td>
<td>3</td>
<td>$300 daily</td>
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</tr>
<tr>
<td>Member</td>
<td>Kerrie Green</td>
<td>4</td>
<td>$300 daily</td>
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<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Kay Maclean</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
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</tr>
<tr>
<td>Member</td>
<td>Carol Thorne</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
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</tr>
<tr>
<td>Member</td>
<td>Leanne Walsh</td>
<td>4</td>
<td>$300 daily</td>
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<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Matthew McCracken</td>
<td>4</td>
<td>$300 daily</td>
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</tr>
<tr>
<td>Member</td>
<td>Sharon Bourke</td>
<td>4</td>
<td>$300 daily</td>
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<td>$1,200</td>
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<tr>
<td>Member</td>
<td>Darcy Cavanagh</td>
<td>0</td>
<td>$300 daily</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td>Member</td>
<td>John Weir</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Raelene Ensby</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$600</td>
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<td></td>
<td>Total out of pocket expenses: $983.89</td>
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<td></td>
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<td>Total number of scheduled meetings: 4</td>
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### 6. Brisbane Regional Disability Advisory Council

<table>
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<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
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</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Paul Larcombe</td>
<td>2</td>
<td>$195 per half day sitting</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>Simone Wright</td>
<td>3</td>
<td>$180 per half day sitting</td>
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<tr>
<td>Member</td>
<td>Helene Frayne</td>
<td>2</td>
<td>$150 per half day sitting</td>
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<td>$300</td>
</tr>
<tr>
<td>Member</td>
<td>Maria Hoogstrate</td>
<td>3</td>
<td>$150 per half day sitting</td>
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<tr>
<td>Member</td>
<td>Michael DeLacey</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$300</td>
</tr>
<tr>
<td>Member</td>
<td>Kathleen Ellem</td>
<td>1</td>
<td>$150 per half day sitting</td>
<td>N/A</td>
<td>$150</td>
</tr>
<tr>
<td>Member</td>
<td>John Mayo</td>
<td>2</td>
<td>$150 per half day sitting</td>
<td>N/A</td>
<td>$300</td>
</tr>
<tr>
<td>Member</td>
<td>Wendy Lovelace</td>
<td>4</td>
<td>$150 per half day sitting</td>
<td>N/A</td>
<td>$750</td>
</tr>
<tr>
<td>Member</td>
<td>Pamela Burgess</td>
<td>3</td>
<td>$150 per half day sitting</td>
<td>N/A</td>
<td>$450</td>
</tr>
<tr>
<td>Member</td>
<td>Cathy White</td>
<td>1</td>
<td>$150 per half day sitting</td>
<td>N/A</td>
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</table>

**Total actual fees paid:** $3,780

**Total out of pocket expenses:** $706.67

**Total number of scheduled meetings:** 4
## 7. South West Regional Disability Advisory Council

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/ sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Sharon Boyce</td>
<td>4</td>
<td>$390 daily</td>
<td>N/A</td>
<td>$1,560</td>
</tr>
<tr>
<td>Member</td>
<td>Kerrie Grice</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$300</td>
</tr>
<tr>
<td>Member</td>
<td>Laura Scurr</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Peter Tully</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Lyndel Bunter</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$1,200</td>
</tr>
<tr>
<td>Member</td>
<td>Paul Devine</td>
<td>3</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$900</td>
</tr>
<tr>
<td>Member</td>
<td>Therese Crisp</td>
<td>0</td>
<td>$300 daily</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td>Member</td>
<td>Paul Wilson</td>
<td>4</td>
<td>$300 daily</td>
<td>N/A</td>
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</tr>
<tr>
<td>Member</td>
<td>Sonja Gilchrist</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
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</tr>
<tr>
<td>Member</td>
<td>Vicki Saunders</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
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Total actual fees paid: $8,160

Total out of pocket expenses: $1,648.38

Total number of scheduled meetings: 4
# 8. South East Regional Disability Advisory Council

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Meetings/sessions attendance</th>
<th>Approved annual, sessional or daily fee</th>
<th>Approved sub-committee fees if applicable</th>
<th>Actual fees received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Harry McConnell</td>
<td>3</td>
<td>$390 daily</td>
<td>N/A</td>
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<tr>
<td>Member</td>
<td>Phia Damsma</td>
<td>3</td>
<td>$300 daily</td>
<td>N/A</td>
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</tr>
<tr>
<td>Member</td>
<td>Helen Steinhardt</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
<td>0</td>
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<tr>
<td>Member</td>
<td>Savannah Hunt</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$600</td>
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<tr>
<td>Member</td>
<td>Josephine McMahon</td>
<td>3</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$900</td>
</tr>
<tr>
<td>Member</td>
<td>Peter Rhodes</td>
<td>1</td>
<td>$300 daily</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td>Member</td>
<td>Christine Saunders</td>
<td>3</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$900</td>
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<tr>
<td>Member</td>
<td>Robert Hannaford</td>
<td>3</td>
<td>$300 daily</td>
<td>N/A</td>
<td>$900</td>
</tr>
<tr>
<td>Member</td>
<td>Daniel Bedwell</td>
<td>2</td>
<td>$300 daily</td>
<td>N/A</td>
<td>0</td>
</tr>
<tr>
<td>Member</td>
<td>Eva Hallum</td>
<td>0</td>
<td>$300 daily</td>
<td>N/A</td>
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<td></td>
<td></td>
<td></td>
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<td><strong>Total out of pocket expenses:</strong></td>
<td></td>
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<td><strong>Total number of scheduled meetings:</strong></td>
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<td></td>
<td></td>
<td></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>
Appendix 5. Contact details

Our locations

Central Office
Address: 1 William Street, Brisbane QLD 4000
Postal: GPO Box 806, Brisbane QLD 4001
Phone: 13 QGOV (13 74 68)
Website: www.communities.qld.gov.au

Beenleigh Service Centre
Address: Level 1, 100 George Street, Beenleigh QLD 4207
Postal: PO Box 1107, Beenleigh QLD 4207
Phone: 07 3884 8808

Brisbane Regional Office – Social Inclusion
Address: Level 1, 55 Russell Street, South Brisbane QLD 4101
Postal: PO Box 3022, South Brisbane QLD 4101
Phone: 07 3109 7069

Bundaberg Service Centre
Address: Ground Floor, Claude Wharton Building, 46 Quay Street, Bundaberg QLD 4670
Postal: PO Box 1047, Bundaberg QLD 4670
Phone: 07 4131 5517

Caboolture Service Centre
Address: Level 2, Town Square Precinct, 33 King Street, Caboolture QLD 4510
Postal: PO Box 954, Caboolture QLD 4510
Phone: 07 5490 1040

Cairns Service Centre
Address: Level 2, 5B Sheridan Street, William McCormack Place 1, Cairns QLD 4870
Postal: PO Box 1696, Cairns QLD 4870
Phone: 07 4036 5300

Gladstone Service Centre
Address: Government Building, Cnr Oaka Lane and Roseberry Street, Gladstone QLD 4680
Postal: PO Box 5204, Gladstone QLD 4680
Phone: 07 4971 0111
Gold Coast Service Centre
Address: Level 2, 2 Investigator Drive, Robina QLD 4226
Postal: PO Box 8338, GCMC 9726
Phone: 07 5656 5868

Hervey Bay Service Centre
Address: Level 1, Brendan Hansen Building, 50–54 Main Street, Hervey Bay QLD 4655
Postal: PO Box 1490, Hervey Bay QLD 4655
Phone: 07 4125 9398

Ipswich Service Centre
Address: Level 2, ICON Building, 117 Brisbane Street, Ipswich QLD 4305
Postal: PO Box 876, Ipswich QLD 4305
Phone: 07 3432 1386

Mackay Service Centre
Address: Level 2, Healthpoint Pharmacy Building, 67-69 Sydney Street, Mackay QLD 4740
Postal: PO Box 858, Mackay QLD 4740
Phone: 07 4967 4420

Maroochydore Service Centre
Address: Level 3, 12 First Avenue, Maroochydore QLD 4558
Postal: PO Box 972, Maroochydore QLD 4558
Phone: 07 5352 7385

Maryborough Service Centre
Address: 271 Albert Street, Maryborough QLD 4650
Postal: PO Box 130, Maryborough QLD 4650
Phone: 07 4121 1432

Mount Isa Service Centre
Address: 75 Camooweal Street, Mount Isa QLD 4825
Postal: PO Box 1843, Mount Isa QLD 4825
Phone: 07 4747 3502

Oxley Service Centre
Address: Level 1, The Station, 133 Oxley Station Road, Oxley QLD 4075
Postal: PO Box 1243, Oxley QLD 4075
Phone: 07 3035 1701
Rockhampton Service Centre
Address: Level 1, 36 East Street, Rockhampton QLD 4700
Postal: PO Box 1503, Rockhampton QLD 4700
Phone: 07 4938 4235

Toowoomba Service Centre
Address: Ground Level, 162 Hume Street, Toowoomba QLD 4350
Postal: PO Box 1058, Toowoomba QLD 4350
Phone: 07 4699 4209
Appendix 6. Glossary

Accountability
Accountability is the acknowledgement and assumption of responsibility for governance and the obligation to report and justify resulting consequences. The extent to which individuals or organisations are held responsible for achieving particular results and for the management of capabilities used. An expansive definition of accountability can be found in the Public Sector Ethics Act 2004.

Accountable officer
The chief executive of a department of government declared under the Public Service Act 2008, section 14(1), is the accountable officer of the department (Financial Accountability Act 2009, section 65). In Queensland Government departments, most accountable officers/chief executives are referred to as a Director-General.

Activity
An element of a service. It may be a task or a set of tasks to be completed. An activity has a finite duration and will result in one or more deliverables. An activity will generally have cost and resource requirements.

Agency
Used generically to refer to the various organisational units within Government that deliver services or otherwise contribute to the achievement of Government objectives. For the purposes of the Performance Management Framework, the term includes departments and statutory bodies.

Agency business direction
An agency’s strategic direction that aligns with the Whole-of-Government direction.

Agency objective
See objectives.

Agency service delivery
Agencies deliver services to customers using products, engagements, capabilities and processes, and improve service provision through managing projects and programs to effect changes.

Annual report
A published report on the operations of the agency during the financial year, as prescribed by the Financial Accountability Act 2009 (section 63).
Cabinet Budget Review Committee (CBRC)
The CBRC has a primary role of considering matters with financial or budgetary implications for the Government. Initiatives or proposals with a material impact on government services or resourcing must be directed to CBRC in the first instance for consideration. At the direction of the Premier or Cabinet, CBRC may also consider other issues that require dedicated or longer-term scrutiny or otherwise might best be considered in the committee environment.

CRBC has a membership of four Ministers, with the Premier and Treasurer as standing members along with two rotational senior Ministers occupying the positions for generally one year.

Capabilities
Resources of an agency (including human, financial, information, physical assets and ICT) that are used to their maximum potential for efficient and effective service delivery.

Carer
Someone who provides ongoing care or assistance to another person who, because of a disability, impairment, frailty, chronic illness or pain, requires assistance with everyday tasks.

Chief Executive Performance Agreement
Departmental chief executives are required to enter into a performance agreement with the relevant Minister at their substantive appointment and annually thereafter. The agreement is the means by which the chief executive is held accountable for the delivery of the department’s strategic plan.

Code of conduct
The purpose of a code of conduct is to provide standards of conduct for public service agencies, public sector and public officials, consistent with the ethics, principles and values. A code of conduct is required under the Public Sector Ethics Act 1994. The Code of Conduct for the Queensland Public Service applies to all Queensland public service agencies, and can also be supported by an agency-specific Standard of Practice.

Community Care
Provides low-intensity support services to people under 65 years of age who have a disability or condition that restricts their ability to carry out activities of daily living. Core activities of daily living include dressing, bathing or showering, preparing meals, house cleaning and maintenance, and using public transport.

Community inclusion
Occurs when all people are given the opportunity to participate fully in political, cultural, civic and economic life to improve their living standards and their overall wellbeing. It aims to remove barriers for people, or for areas that experience a combination of linked problems such as unemployment, poor skills, low income, poor housing, high crime environments, bad health and family breakdown.
Community recovery
Coordination of support for the restoration of emotional, social and physical wellbeing. It includes developing financial assistance packages for individuals, families and non-government organisations to help people recover from a disaster as quickly as possible.

Compliance
The degree to which an agency adheres to (acts in accordance with) legislation, regulation, policy and standards set by government, agency or industry.

Corporate governance
The framework of rules, relationships, systems and processes within, and by, which authority is exercised and controlled within organisations. It encompasses the mechanisms by which organisations, and those in authority, are held to account.

Cross-jurisdictional commitments
Agreements with other governments to deliver or work towards a particular shared outcome. Such as, Council of Australian Governments (COAG) agreements.

Customer
Person or organisation that receives a service. Note that a customer can be internal or external to the organisation. Synonyms include: client, consumer, end user, resident, retailer, beneficiary and purchaser.

Data dictionary
A tool that is used to document the purpose of a measure, alignment of the measure to agency, and Whole-of-Government objectives, data collection, calculation methodology and reporting requirements.

Department
An administrative arrangement where the entity has been declared to be a department by the Governor in Council as defined by the Public Service Act 2008 and the Financial Accountability Act 2009. A department may also be a body for which an accountable officer has been appointed (see also public service office, agency).

Direction setting
At the Whole-of-Government level, it is the mechanism by which the government decides on its Whole-of-Government direction through consideration of the external drivers. The extent to which the direction is achieved is measured using the Queensland Government Performance Management Framework. Government is held accountable for its performance by customers, stakeholders and the community.
At the agency level, it is the mechanism by which an agency decides on its agency business direction through developing objectives which contribute to the Whole-of-Government direction. The objectives are described in the agency’s strategic plan and the extent to which the outcomes meet the objectives are measured using performance indicators. Accountable officers and statutory bodies are accountable for their agency’s performance.

At the service level, it is the mechanism by which an agency decides on its service objectives which contribute to its agency business direction. The service objectives are described in agency operational plans and the extent to which the outcomes meet the service objectives are measured using service standards.

To be effective, the direction should be collectively understood by governance bodies and ensure buy-in across the entire government or agency through effective communication and engagement.

Disability
A person’s condition that is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment, or combination of impairments and results in a substantial reduction of the person’s capacity for communication, social interaction, learning, mobility, self-care or management.

Effectiveness
Effectiveness measures reflect how well the actual outputs of a service achieves the stated purpose (objective) of the service. Also related to service standard.

Efficiency
Efficiency measures reflect how capabilities (resources) are used to produce outputs. Also relates to service standard.

Ethics principles
See public sector ethics principles.

Evaluation
The systemic, objective post-implementation assessment of the appropriateness, relevancy, process, effectiveness and/or efficiency of a program. Post-implementation evaluation is not disparate to monitoring or assurance. It is likely that monitoring of outputs, processes and outcomes or internal and external assurance functions could either constitute an evaluation or provide valuable input into an evaluation.

External driver
External drivers are factors outside of the government that are likely to influence it or impact on it in some way. These may include customer, stakeholder and community expectations and opinions, political commitments and cross-jurisdictional commitments, financial and/or environmental considerations.
Fiscal principles
The Government’s commitment to maintaining a strong fiscal position for the State, and ensuring the State’s asset base supports the current and future service delivery needs.

Governance
Governance includes how an organisation is managed, its corporate and other structures, its culture, its policies and strategies, and the way it deals with its various stakeholders. The concept encompasses the manner in which public sector organisations acquit the responsibilities of stewardship by being transparent, accountable and prudent in direction setting, decision making (including investment decision making), performance management, risk management and other compliance activities, in providing advice and in managing and delivering services, programs and projects.

The *Financial and Performance Management Standard 2009* (s.7) describes ‘Governance’ as follows:
- incorporates the cultural and operational aspects of a department or statutory body that are influenced by its actions and decisions; and
- includes the concepts of openness, integrity and accountability; due care; and public defensibility; and
- incorporates the ethics principles for public officials under the *Public Sector Ethics Act 1994*, section 4; and
- includes establishing a performance management system, a risk management system and an internal control structure.

Government commitments
A pledge by the Government to deliver a particular outcome for its customers, stakeholders and the community (such as, Ministerial charter letter commitments and election commitments).

Government targets
Specific, observable and measureable objectives for improvement in key policy areas. Achievement of government targets may require collaboration between multiple government agencies, business and the community.

Government’s objectives for the community
See objectives.

Human Services Quality Framework
A system for assessing and improving the quality of human services that applies to organisations delivering services under a service agreement with the department or other specified arrangements.

Information
Any collection of data that is processed, analysed, interpreted, organised, classified or communicated in order to serve a useful purpose, present facts or represent knowledge in any medium or form. This includes presentation in electronic (digital), print, audio, video, image, graphical (infographic), cartographic, physical sample, textual or numerical form.
**Initiative**
An introductory act or step; a leading action; projects, programs or a recommended course of action collated for analysis and possible incorporation into a forward work plan or portfolio for the organisation (as defined by the Queensland Government Chief Information Office Glossary of terms on the website at [www.qgcio.qld.gov.au/products/glossary](http://www.qgcio.qld.gov.au/products/glossary)). Also see project and program.

**Investment decision-making**
The mechanism by which, at the Whole-of-Government or agency level, capabilities are prioritised in order to deliver services which maximises the value to customers, stakeholders and the community.

**Machinery-of-Government (MoG) change**
Changes to responsibilities of Ministers set out in Administrative Arrangements and/or changes to departmental functions and responsibilities made by the Premier and set out in Department Arrangement notices.

**Materiality**
The threshold at which omission or misstatement of performance information could influence decision making.

**Measure**
The act or process of gauging performance by ascertaining the extent, dimensions, quantity, etc., of something, especially by comparison with a standard. There are various types of measures employed by agencies to quantify their core business:

- **Activity** — measure the number of service instances, service recipients, or other activities for the service. They demonstrate the volume of work being undertaken. They are generally measures of business. While not generally demonstrating the achievement of service objectives, activity measures provide a basis for judging whether an agency is contributing to the desired social change of the service being delivered.

- **Cost** — cost of outputs/services produced (direct and/or fully absorbed). Ideally, the outputs are uniform and the cost per unit of output provides an obvious benchmark for measuring performance both over time and between like service providers. However, such uniformity is not always possible.

- **Equity** — measures how well a service is meeting the needs of particular groups that have special needs or difficulties in accessing government services. For example, measures disaggregated by sex, disability status, ethnicity, income and so on. Equity measures focus on any gap in performance between special needs groups and the general population.

Equity indicators may reflect equity of access — all Australians are expected to have appropriate access to services; and equity to outcome — all Australians are expected to achieve appropriate outcomes from service use (Report on Government Services, 2016, p. 1.14).
Input — measures the resources consumed in delivering a service, either as an absolute figure or as a percentage of total resources. Input measures demonstrate what it costs to deliver a service. Input measures can often be converted to efficiency measures by combining them with activity measures to show the unit cost of the activity. For example, number of inputs, resources, FTEs used to deliver a service.

Location — measures relate to where the service is delivered. This is usually as a measure of access and equity for customers in rural, remote or targeted locations. For example, percentage of customers in rural areas.

Process — measure throughput, or the means by which the agency delivers the service, rather than the service itself. They demonstrate how the agency delivers services, rather than how effectively services are delivered.

Quality — measures of whether a service is fit for purpose, for example, extent to which outputs conform to specifications. Quality itself is one dimension of effectiveness, but does not necessarily fully represent how effective a service is (for example, a service could be high quality, but still not effective, and vice versa — a low quality service could be highly effective). The quality of a service can be measured in various ways — timelines, accuracy, completeness, accessibility and equity of access, continuity of supply, and/or customer satisfaction. For example, average waiting time (accessibility), percentage of population screened (market penetration), percentage of premises inspected and deemed complete and compliant.

Timeliness — relates to the time taken to produce an output and provide an indication of the processing or service speed. Measures of timeliness provide parameters for ‘how often’ or ‘within’ what time frames outputs are to be produced.

**National Disability Insurance Agency**

The National Disability Insurance Agency (NDIA) is an independent statutory agency whose role is to implement the National Disability Insurance Scheme (NDIS), which will support a better life for Australians with a significant and permanent disability and their families and carers.

**National Disability Insurance Scheme (NDIS)**

The National Disability Insurance Scheme (NDIS) is an Australian Government scheme that will support people with permanent and significant disability, and their families and carers. The NDIS will provide reasonable and necessary supports to people to live an ordinary life.

**National Partnership Agreement**

National partnership agreements are agreements between the Commonwealth of Australia and state and territory governments. The agreements contain objectives, outcomes, outputs and performance indicators, and roles and responsibilities that will guide the delivery of services across relevant sectors.
Non-government organisation
Community managed, not-for-profit organisations that receive government funding specifically for the purpose of providing community support services.

Objectives
The effects or impacts that an entity seeks to have on its customers, stakeholders and the community.

» Agency objectives — should deliver the agency business direction and contribute to the Whole-of-Government direction, and collectively, agencies’ objectives should deliver the Whole-of-Government direction.

» Government’s objectives for the community — the effects and impacts that the Government wishes to have on the community. The Government is required to prepare and table a statement of Government’s broad objectives for the community, including details of arrangement for regular reporting to the community about the outcomes the Government has achieved against these objectives for the community (*Financial and Accountability Act 2009*, section 10).

Objectives for the community
See objectives.

Operational plan
Sets out how the agency plans to deliver services over the relevant year. It also includes service standards and other measures that allow the agency to assess progress in delivering services in an effective and efficient manner to the standards as set out in the plan (*Financial and Performance Management Standard 2009*, section 9).

Operational risk
Those risks that arise in day to day operations, and require specific and detailed response and monitoring regimes. If not treated and monitored, operational risks could potentially result in major adverse consequences for the agency.

Outcome
» Agency outcomes — those outcomes for which a single agency has direct influence and control on delivery.

» Whole-of-Government outcomes — those on which a collaborative effort by several agencies must be exerted to achieve the desired result. While no single agency can control the outcome, lack of input from a single agency can affect the success of the resulting outcome.

Output
Products delivered as part of a service.
Performance
A generic term referring to the execution, by an individual, agency or government, of duties, actions or activities for the achievement of stated objectives, which can be measured and reported.

Performance audit
A performance audit is an independent examination by the Queensland Auditor-General of all or any particular activities of a public sector entity, to determine whether its objectives are being achieved economically, efficiently and effectively and in compliance with all relevant laws. The intent of a performance audit is to provide assurance to Parliament and to act as a catalyst for adding value to the quality of public administration by assisting entities in the discharge of their governance obligations.

Performance indicator
Indicates the extent to which the outcomes achieved by an agency are meeting their objectives in its strategic plan.

Performance management
The management and evaluation of information on the efficiency and effectiveness of Whole-of-Government direction, agency business direction and agency service delivery to improve accountability of government, to inform policy development and implementation and to create value to customers, stakeholders and the community.

Policy
A statement of Government intent in relation to an issue, which can be implemented through the use of policy instruments, such as laws, advocacy, monetary flows and direct actions. The development and implementation of programs is one way that Government can act in response to a policy decision.

Portfolio Contact Officer (PCO)
Officer of the Policy Division within the Department of the Premier and Cabinet. PCO responsibilities include working closely with departments and briefing the Premier on Cabinet and CBRC submissions to ensure that they are consistent with the Whole-of-Government direction.

Program
A structure (such as an intervention, initiative, strategy or service) created to coordinate, direct and oversee the implementation of a set of related projects and activities, in order to deliver value for the agency and/or its stakeholders (including customers) in response to an identified need and policy position.

Program logic
A method to assist program design. It depicts the logic or pathways through which the programs process (inputs, activities and outputs) are intended to achieve the desired outcomes. Logic models can assist in understanding how the program is intended to work, what it is trying to achieve and why. Program logic is also commonly referred to as program theory or service logic.
Project
A finite initiative to improve service delivery. Projects that require significant resources or involve major change should apply the processes to be found on the Queensland Government Chief Information Office website at: https://qgcio.qld.gov.au/products/qgea-documents/547-business/2487-portfolio-program-and-project-management.

Project Assessment Framework (PAF)
Overseen by Queensland Treasury, the PAF provides tools and techniques to assess projects throughout the project lifecycle. PAF is applied according to strict guidelines of financial value for each project and where PAF is not applied, agencies must have regard for the PAF as required by the FPMS.

Portfolio, Project and Program Management
Part of the Queensland Government Enterprise Architect suite of documents on the Queensland Government Chief Information Office website, this is a policy which seeks to ensure a structured, effective and consistent approach for portfolio, program and project management is adopted across the Queensland Government. The establishment of consistent processes supports the conditions that enable successful governance to improve program and project delivery and services across the Queensland Government. See the website at https://www.qgcio.qld.gov.au/products/qgea-documents/547-business/2487-portfolio-program-and-project-management.

Public Sector Ethics Principles
The principles established in the Public Sector Ethics Act 1994.

Public service office
An entity, or part of an entity, designated to be a public service office under the Public Service Act 2008, or subject to section 23, another designated entity, or part of a designated entity, declared under a regulation to be a public service office.

Public service values
The five values to guide Queensland public servants’ behaviours and the way the Queensland Government conducts business. The values are: Customers first; Ideas into action; Unleash potential; Be courageous; and Empower people.

Purpose (of the agency)
A statement that specifies the overall aim of the agency. An agency articulates its purpose in its strategic plan.

Queensland Government Performance Management Framework (PMF)
The Queensland Government Performance Management Framework (PMF) is designed to improve the analysis and application of performance information to support accountability, inform policy development and implementation, and deliver value to stakeholders. The PMF ensures a clear line of sight between planning, measuring and monitoring performance and public reporting.
Residual risk
Risk remaining after additional controls or treatments are taken into account.

Respite services
Services that provide short-term, temporary relief to those who are caring for family members who might otherwise require permanent placement in a facility outside the home.

Restrictive practices
Interventions such as: containment or seclusion; chemical restraint; mechanical restraint and physical restraint; or restricting access (for example, to objects by locking cupboards). These practices are required for adults with intellectual or cognitive disability who exhibit behaviour that places themselves or others at risk of harm.

Risk
The chance of something happening that will have an impact on the achievement of the agency’s objectives. Risk is measured in terms of consequences and likelihood, and covers threats and opportunities.

Risk acceptance
An informed decision by the risk owner to accept the consequences and the likelihood of a particular risk.

Risk analysis
A systemic process to determine the nature of risk and the magnitude of consequences.

Risk appetite
The amount of risk that the agency is prepared to accept or be exposed to at any point in time.

Risk assessment
The overall process of risk identification, analysis and evaluation.

Risk avoidance
An informed decision not to become involved in, or to withdraw from, a risk situation.

Risk evaluation
The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.

Risk management framework
An agency’s policies, procedures, systems and processes concerned with managing risk.
Risk management process
The systemic application of management policies, procedures and practices to the tasks of establishing
the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

Risk profile
The documented and prioritised overall assessment of a range of specific risks faced by the agency.

Risk rating
The rating resulting from the application of the agency’s risk assessment matrix on the likelihood and
consequence of a risk occurring.

Risk retention
Intentionally or unintentionally retaining the responsibility for loss, or financial burden of loss within the
agency. Risk sharing with another party the burden of loss, or benefit of gain from a particular risk.

Risk tolerance
The variation from the pre-determined risk appetite an agency is prepared to accept.

Risk transfer
Shifting the responsibility or burden from loss to another party through legislation, contract, insurance
or other means.

Senior Executive (SE) Performance Agreement
Senior Executive Service (SES) are required to enter into a performance agreement with departmental
chief executives at their substantive appointment and annually thereafter. Collectively, the SES
performance agreements for a department will assist the chief executive to deliver all aspects of their
performance agreement.

Services
The actions or activities, including policy development, of an agency which contribute to the
achievement of the agency’s objectives.

Service area
Related services grouped into a high-level service area for communicating the broad types of services
delivered by an agency. Service areas for each agency are detailed in the Service Delivery Statements.

Service delivery
Services provided to customers by agencies. Service delivery is changed or improved through projects
and programs.
Service Delivery Statements (SDS)

Published annually as part of the State Budget, the Service Delivery Statements (SDS) provides budgeted financial and non-financial information for the financial year. The non-financial component of the SDS sets out the service areas each agency will deliver and the standards to which these will be delivered.

Service provider

A business or organisation that supplies expert care or specialised services rather than an actual product.

Service standard

Defined level of performance that is expected to be achieved appropriate for the service or service area and must be a measure of efficiency or effectiveness.

Social investment

The voluntary contribution of funding, skills and resources to projects that deliver benefits to local communities and society. This includes a loan or other financial investment that aims to make a positive economic, social or environmental impact in a community.

Stakeholder

Person or organisation that can affect, or be affected by, or perceive themselves to be affected by a decision or activity. Stakeholders include business or the community. Note, a decision maker can be a stakeholder. Stakeholders who are direct or potential service recipients are referred to as customers.

Standards of conduct

Standards that reflect and support the values and principles underlying good public administration are contained within codes of conduct, which must be complied with by public service employees.

State Budget

Tabled in Parliament annually, the State Budget is an outline of the Government’s priorities and plans for the coming year, expressed in terms of financial and non-financial performance information. The State Budget papers consist of the Treasurer’s Budget Speech, Budget Strategy and Outlook, Capital Statement, Budget Measures, Service Delivery Statements and Regional Budget Statements.

State Budget submission

Agencies prepare submissions to the Cabinet Budget Review Committee (CBRC) each year highlighting how they plan to apply their budget and, where necessary, seeking CBRC’s consideration of changes to their budget allocation to address new or emerging demands.

Statistic

A value that has been produced from a data collection, such as a summary measure, an estimate or projection. Statistical information is data that has been organised to service a useful purpose.
Statutory body
An entity established by legislation for a specific purpose, which can operate either inside or outside the general government sector.

The *Financial Accountability Act 2009* (s.9) defines a ‘statutory body’ as follows:

» an entity that is established under an Act; and
» has control of its funds; and
» includes, or whose governing body includes, at least one member —
  › who is appointed under an Act by the Governor in Council or a Minister; or
  › whose appointment is approved by the Governor in Council or a Minister.

Strategic Plan
A concise document used by an agency to describe its vision, purpose, objectives and performance indicators. The agency business direction must align with the Whole-of-Government direction. Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of least four years (*Financial and Performance Management Standard 2009*, section 9).

Strategic risk
Risks that may affect the agency’s ability to meet its strategic objectives and require oversight by senior executives.

Strategy
The way in which the Government or an agency intends to pursue its objectives and deliver its services.

Strategies included in an agency’s strategic plan would generally be longer term ‘strategic’ strategies that are pursued over a number of years.

Strategies included in an agency’s operational plan(s) would generally be shorter term ‘operational’ strategies that are pursued over a year or less timeframe.

Treasury Analyst (TA)
Officer within the business branches in Queensland Treasury with responsibilities, including briefing the Treasurer on an agency’s Cabinet and CBRC submissions to inform an assessment of value for money and ensure that they reflect sound fiscal management.

Therapeutic support
Encompasses a range of services provided to vulnerable members of the community to assist them in their lives. This support is provided by government and non-government health and education providers.
Value
The benefits received by customers, stakeholders, the community, or the agency from services. Value is determined by the perception of the usefulness and importance of the benefits, whether those benefits are received individually or on a communal basis, received as a member of the public, a member of the legislature or the public service.

Value for money
A measure used for determining the best return and/or performance of money spent based on the relationship between value and total cost.

Variance
The difference between planned and actual performance. There is no quantitative threshold that will uniformly determine if a variance is considered material for each agency.

Vision (of the agency)
Indicates what the agency aspires to be and/or achieve for Queensland by reflecting on how it wishes to be perceived by its customers, stakeholders and the community and/or what it is working towards achieving for Queensland. This statement takes into account the current status of the agency and outlines its future direction.

Whole-of-Government
Denotes public service agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues.

Whole-of-Government direction

Whole-of-Government measures
Apply across multiple services and departments and outputs to achieve an outcome that one department or service area alone cannot achieve — generally outside the control of one agency, requiring action on the part of several agencies.

Whole-of-Government priorities
Focus areas that support the Whole-of-Government direction. The Whole-of-Government priorities are informed by the external drivers.

Whole-of-Government strategies
Strategies which describe the way the Government intends to achieve its objectives for the community and Whole-of-Government priorities.
### Appendix 7. Compliance checklist

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FAA  *Financial Accountability Act 2009*
FPMS  *Financial and Performance Management Standard 2009*
ARRs  *Annual report requirements for Queensland Government agencies*