Department of Communities, Disability Services and Seniors

# 2018–2019

# Annual Report

Public availability of report

This Annual Report is available on our website at: [https://www.communities.qld.gov.au/about-us/our-organisation/publications/  
annual-report/annual-report-2018-19](https://www.communities.qld.gov.au/about-us/our-organisation/publications/annual-report/annual-report-2018-19).

For further information on how to contact us – refer to Appendix 5 on page 111. International Standard Serial Number (ISSN) 2209-7716

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Cultural acknowledgment

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country and recognise their connection to land, wind, water and community. We pay our respect to them, their cultures, and to Elders both past and present.

27 September 2019

The Honourable Coralee O’Rourke MP  
Minister for Communities and  
Minister for Disability Services and Seniors  
GPO Box 806  
Brisbane Qld 4001

Dear Minister O’Rourke

I am pleased to submit for presentation to the Parliament the Annual Report 2018–2019 and financial statements for the Department of Communities, Disability Services and Seniors.

I certify that this Annual Report complies with:

* the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009
* the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements is provided at page 131.

Yours sincerely

Clare O’Connor  
**Director-General**

1 William Street  
Brisbane Queensland 4000  
GPO Box 806 Brisbane  
Queensland 4001 Australia

Contents

[Message from the Director-General 6](#_Toc21015045)

[About us 8](#_Toc21015046)

[Departmental overview 8](#_Toc21015047)

[Strategic overview 9](#_Toc21015048)

[Regions 11](#_Toc21015049)

[Organisational structure 12](#_Toc21015050)

[Our Minister 13](#_Toc21015051)

[Executive Management 15](#_Toc21015052)

[Government bodies 24](#_Toc21015053)

[Our Future State: Advancing Queensland’s Priorities 25](#_Toc21015054)

[Community Services 27](#_Toc21015055)

[Top 4 achievements 28](#_Toc21015056)

[Delivered objectives 29](#_Toc21015057)

[Future directions 32](#_Toc21015058)

[Seniors 34](#_Toc21015059)

[Top 4 achievements 35](#_Toc21015060)

[Delivered objectives 36](#_Toc21015061)

[Future directions 38](#_Toc21015062)

[Disabilities 39](#_Toc21015063)

[Top 4 achievements 40](#_Toc21015064)

[Delivered objectives 41](#_Toc21015065)

[Future directions 44](#_Toc21015066)

[Management and accountability 46](#_Toc21015067)

[Our governance 46](#_Toc21015068)

[Our people 48](#_Toc21015069)

[Risk management 63](#_Toc21015070)

[Audit and Risk Committee 64](#_Toc21015071)

[Open Data 65](#_Toc21015072)

[Internal audit 66](#_Toc21015073)

[External scrutiny 66](#_Toc21015074)

[Complaints management 68](#_Toc21015075)

[Information systems and recordkeeping 70](#_Toc21015076)

[Financial performance 71](#_Toc21015077)

[Summary of financial performance 71](#_Toc21015078)

[**Appendices** 77](#_Toc21015079)

[Appendix 1. Governance boards and committees 77](#_Toc21015080)

[Appendix 2. Our legislation 92](#_Toc21015081)

[Appendix 3. National partnership agreements 94](#_Toc21015082)

[Appendix 4. Government bodies 97](#_Toc21015083)

[Appendix 5. Contact details 111](#_Toc21015084)

[Appendix 6. Glossary 114](#_Toc21015085)

[Appendix 7. Compliance checklist 131](#_Toc21015086)

### Message from the Director-General

#### Clare O’Connor

It has been a significant year for the Department of Communities, Disability Services and Seniors. We have continued to implement our strategic vision of thriving Queensland communities, where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

Over the past 12 months, we have delivered on many key priorities and achieved some fantastic results for communities across our great state.

The department has worked hard to support the rollout of the National Disability Insurance Scheme (NDIS), and as a result this important national scheme is now available in all areas across Queensland and providing real benefits for people with disability, their families and the sector.

We supported government in securing a favourable full scheme NDIS agreement that will provide maximum benefit to Queensland. We also delivered the Disability Services and Other Legislation (NDIS) Amendment Act 2019 to support the NDIS transition and strengthen protections for NDIS clients and Queenslanders with disability.

During this past 12 months, the number of NDIS participants in Queensland has increased to 61,000. This is an enormous achievement which has been driven in part by the department’s transition and readiness programs.

Across our Communities and Seniors programs there have also been many important achievements.

We’re continuing to invest in our network of 124 funded neighbourhood and community centres, and have also progressed work to construct a series of new neighbourhood centres in Inala, Moranbah, East Murgon, Bowen, Yarrabilba/Jimboomba, Wilsonton, Kallangur and Thursday Island, as well as upgrades to centres in New Farm and Gatton.

These neighbourhood centres have also been supported through the Thriving Queensland Communities grants program, which provided centres with a share of $600,000 in grants in 2017–18 and another $800,000 in 2018–19. The Community Connect program has also been successful, with a further $1.5 million in annual funding announced in the 2019–20 state budget for Community Connect workers in 12 centres across the state.

Our work with the Commonwealth Government has secured two new place-based projects in Gladstone and Rockhampton, as well as an extension for the Logan Together initiative.

We’re also delivering on our commitment to respond to and raise awareness of elder abuse in Queensland, with funding for 11 seniors legal and support services and seniors financial protection services.

The financial protection service, which was announced earlier this year, will provide independent financial advice and information to seniors.

We’re supporting Queensland seniors through the generous Cards and Concessions scheme, providing more than $373 million in concessions and rebates to eligible Queenslanders, including seniors, putting money back in their pockets.

Our commitment to giving Queensland kids a great start also continues, with a further $1.5 million expansion of the school breakfast program over five years announced following the $1 million announced in 2018.

This year has been challenging for many communities with bushfires, flooding and cyclones causing widespread damage, and our department has been there on the ground each time to support community members through their recovery. Across these disasters, we have provided more than $35 million in Personal Hardship Assistance grants to help people get back on their feet.

This year has brought about extensive change for our department during a period that has also seen a great deal of achievement and reform. I would like to offer my sincere thanks to our Minister, the Honourable Coralee O’Rourke, and to the dedicated staff across the department and our partner organisations for their great work this year.

I look forward to delivering for Queensland communities over the next 12 months.

Clare O’Connor  
**Director-General**

## About us

### Departmental overview

The department contributes to the Queensland Government’s Our Future State: Advancing Queensland’s Priorities in delivering our strategic vision of thriving Queensland communities, where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

To do this, we help to:

* create jobs in a strong economy by engaging and partnering with peak organisations and associations and supporting rollout of the National Disability Insurance Scheme in Queensland
* give all our children a great start by supporting vulnerable Queensland families and delivering
* place-based and local solutions in our communities
* keep Queenslanders healthy by delivering targeted programs aimed at improving the wellbeing of individuals requiring community, disability or seniors services
* keep communities safe by contributing to programs and initiatives to support seniors, people with disability experiencing domestic and family violence and Queenslanders affected by a disaster
* be a responsive government by ensuring streamlined access to the services we deliver or fund with online services developed using a ‘tell us once’ approach.

The department will continue to be responsive to the changing demographics of Queensland and take leadership and action to ensure people of all ages and abilities are able to access opportunities and participate in an inclusive Queensland community.

### Strategic overview

#### Our vision

Thriving Queensland communities, where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

#### Our objectives

The Department of Communities, Disability Services and Seniors will:

* Improve the wellbeing of individuals requiring community, disability and seniors services
* Strengthen communities and help them thrive
* Invest in quality responsive services and supports
* Demonstrate leading and responsive approaches in our management and governance

#### Our purpose

To improve the social and economic wellbeing of people and places by delivering quality targeted support.

#### Our values

These values guide the services we deliver for Queensland. They underpin our efforts and decision-making and drive our vision for thriving Queensland communities. We are a passionate and productive workplace that puts the people of Queensland first, values each community and advances the community services industry.

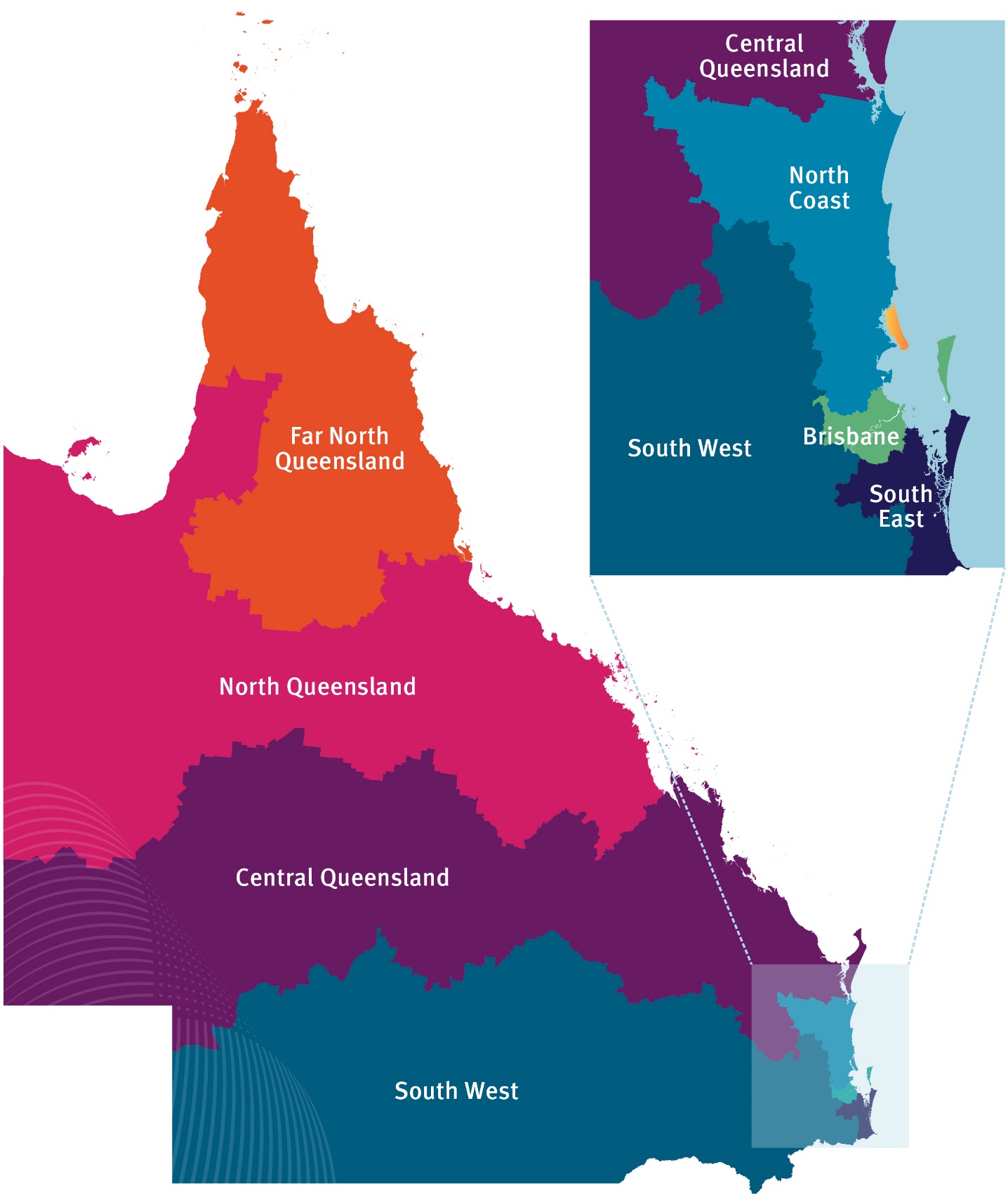
* Customers first
* Ideas into action
* Unleash potential
* Be courageous
* Empower people

#### Our strategic priorities

1. Put people first by providing access to a range of universal and targeted services, building relationships and inclusion and supporting individuals and families across Queensland.
2. Value Queensland communities by building investment in local community services and place-based responses to increase the resilience and responsiveness of communities.
3. Advance the community services industry to ensure that Queensland has a progressive, high-performing community services industry delivering quality services that help people and communities to thrive.
4. Demonstrate leading approaches to public sector management and governance to ensure that improving the capacity and capability of our clients, communities, stakeholders and staff is at the forefront of our work.

### Regions

We deliver services across seven regions.



### Organisational structure

**Director-General**

* Office of the Director-General
* Internal Audit and Compliance Services

**Deputy Director-General Disability Services**

* Accommodation Support and Respite Services Statewide
* Centre of Excellence for Clinical Innovation and Behaviour Support
* Disability Services Commissioning

**Assistant Director-General Community Services**

* Place and Industry
* Community Services Commissioning
* Community Engagement – Seniors
* Office for Seniors
* Systems Performance

**Assistant Director-General NDIS Program Management Office**

**Assistant Director-General Strategic Policy and Legislation**

* Legal Policy and Legislation
* Strategic Policy and Intergovernmental Relations

**Deputy Director-General Corporate Services**

* Finance, Procurement and Property Services
* Strategic Projects, Communications and Governance
* Human Resources and Ethical Standards
* Community Recovery

### Our Minister

**The Honourable Coralee O’Rourke MP**State Member for Mundingburra, Minister for Communities  
and Minister for Disability Services and Seniors

As the Minister for Communities and the Minister for Disability Services and Seniors, Coralee is passionate about Queensland communities — particularly those in regional, rural and remote areas of the state.

Her vision is for Queensland’s communities to be thriving, vibrant places where Queenslanders, regardless of their age, ability or personal circumstances, are able to participate and be included in their communities, be resilient and enjoy social and economic wellbeing.

The Minister’s vision for Queensland was inspired from her pre-parliamentary career, when she was the director of a community-based early learning centre in Townsville.

This role drove her commitment for family and community which she brings to her Ministerial portfolio.

Since her election in 2015, Minister O’Rourke has been travelling around the state from Cairns to Coolangatta listening to the needs of Queensland communities and how the Queensland Government can support the delivery of high-quality community services in these areas.

It’s from this work that the Queensland: an age-friendly community strategic direction statement and action plan and All Abilities Queensland: opportunities for all were born.

Minister O’Rourke is also passionate about ensuring Queenslanders with disability can live in accessible communities, where they are included and can live their lives with dignity and as they choose.

She has played a key role in ensuring Queensland communities transition smoothly to the NDIS and worked hard to negotiate a beneficial full scheme agreement for Queenslanders with the federal government.

Minister O’Rourke is also dedicated to helping Queensland communities recover and build their resilience in the wake of disasters, working on the ground with Community Recovery workers during a number of natural disasters, including the 2019 floods in Townsville and north-west Queensland, the bushfires in Southern Queensland in 2019 and the central Queensland bushfires in 2018.

In the wake of the full scheme NDIS transition, the Minister has also established Disability Connect Queensland and made it clear that, although the NDIS is now up and running in Queensland, it doesn’t negate the government’s responsibility to support and advocate for Queenslanders with disability.

### Executive Management

#### Clare O’Connor Director-General

Bachelor of Arts and Master of Arts Public Sector Leadership (Policy)

Clare was appointed Director-General, Department of Communities, Disability Services and Seniors in May 2018 after acting in the position from December 2017.

Clare is an experienced Director-General, with many years in the senior executive service, having led the Policy and Performance Division of five Queensland Government agencies during periods of major reforms.

Clare has extensive experience in designing and delivering community and disability services, as well as Aboriginal and Torres Strait Islander services.

Clare is committed to serving all Queensland communities, particularly those that are vulnerable or need additional support.

#### Narinder Singh Chief Finance Officer – Corporate Services

Bachelor of Science (Hons), CPA, ACMA, CGMA

Narinder was appointed Chief Finance Officer in August 2018, and has more than 10 years experience in the Queensland Government, including five years experience in senior management roles.

Prior to this, Narinder had over 10 years experience working in the private sector, primarily in the financial services industry in a variety of senior finance roles for a number of blue chip organisations. These roles provided Narinder with the opportunity to manage national and international teams.

Over his career, Narinder has held positions that have provided experience in financial management and governance, business planning, commercial pricing, organisational redesign and change, shareholder relations and financial risk management.

#### Katie Holm Assistant Director-General – Community Services

Bachelor of Law

Katie joined the Department of Communities, Disability Services and Seniors in July 2018 as the Assistant Director-General, Community Services Statewide.

Katie has 30 years experience working in the government and private sectors including roles with Disability Services Queensland, Queensland Public Service Commission and the Department of Aboriginal and Torres Strait Islander Partnerships.

Katie brings her strategic and legal policy services delivery and commercial skills to her current role to support the department’s Thriving Communities agenda.

#### Helen Ferguson Assistant Director-General – Strategic Policy and Legislation

Bachelor of Social Work, GAICD, Registered Nursing qualifications

Helen’s public service career spans over 20 years across the full spectrum of human services — community services, housing, homelessness, disability services, domestic and family violence, health and child safety — and she has held senior executive positions for over 10 years.

Prior to her public service career, Helen had extensive experience in non-government organisation service delivery, particularly supporting at-risk young people and in participatory research, organisational and governance development.

#### Matthew Lupi Senior Executive Director – Disability Accommodation, Respite and Forensic Services

Bachelor of Science (Psych), Grad Dip Soc Sci, Grad Cert Mgmt, GAICD

Matthew has worked in social and human services in Queensland for over 25 years, spending the last 18 years with the Queensland Public Service. Matthew has held senior executive roles since 2004, and has led significant reform in child safety and community services since that time. Matthew is currently the Senior Executive Director, Disability Accommodation, Respite and Forensic Services and is leading the service delivery of the statewide Accommodation Support and Respite Services as an NDIS service provider.

Matthew has held numerous senior executive roles in government across policy, program and service delivery. Matthew has led service delivery in a number of locations, including Sunshine Coast, North Queensland and South West Queensland.

#### Neil Smith Chief Human Resource Officer – Corporate Services

Masters Health Science, Graduate Diploma (OHS)

Neil was appointed the Chief Human Resource Officer of Human Resources and Ethical Standards, Department of Communities, Child Safety and Disability Services in August 2009. He first joined the former Department of Communities in 2004 and went on to hold senior officer and executive roles.

Neil has extensive experience as a human resources professional, having worked in central and line agencies in the Queensland Public Service, as well as in private sector heavy engineering and construction. Neil has a passion for leading major organisational reform and change.

#### Michelle Hendy Assistant Director-General – National Disability Insurance Scheme Program Management Office

Bachelor of Arts (History)

With over 20 years experience, Michelle’s ability to develop and translate long-term policy and strategy into operational delivery plans, programs and projects has been central to her career in both public and private sectors.

Michelle has led multidisciplinary and specialist teams to deliver organisational transformational change programs introducing new frameworks, operating models and processes. She has developed, implemented and evaluated public policy, strategy and plans, and managed complex projects.

Michelle has managed and held key advisory roles throughout all phases and project life cycles within the transition of disability services to the NDIS.

#### Kathy Dunning Deputy Director-General – Corporate Services

Bachelor of Business (Accounting)

Kathy commenced in the role of Deputy Director-General, Corporate Services in the former Department of Communities in November 2009.

Previously, Kathy was Acting Deputy Director-General of Community and Youth Justice Services from March to November 2009, and General Manager, Service Delivery, Department of Communities from March 2007 to March 2009.

Prior to this, Kathy was in senior management roles over a 12-year period in Disability Services Queensland. She held the position of Executive Director, Programs and Community Specialist Services for six years, and various Regional Director positions.

#### Tony Hayes Deputy Director-General – Disability Services

Bachelor of Business (Accountancy), Grad Dip Exec Mgmt, M Admin, CGEIT, AFCHSE, CHE, FACS, FCPA, FIIA

Tony has extensive experience across the Queensland public sector in many line departments and central agencies. He has specialist experience and skills in strategic management and planning, organisational review and business process improvement, information and business strategy development, change management and project management.

Tony has worked in various roles with Queensland Health, the former Service Delivery and Performance Commission and the Public Service Commission. Tony was also a former International President of the ISACA, a non-profit, independent association that advocates for professionals involved in information security, assurance, risk management and governance.

### Government bodies

The following government bodies, boards and panels were active during 2018–19 with reporting arrangements to the department:

* Queensland National Disability Insurance Scheme Transition Advisory Group
* Queensland Carers Advisory Council
* Queensland Disability Advisory Council and regional disability advisory councils:
* Far North Queensland Regional Disability Advisory Council
* North Queensland Regional Disability Advisory Council
* Central Queensland Regional Disability Advisory Council
* North Coast Regional Disability Advisory Council
* Brisbane Regional Disability Advisory Council
* South West Regional Disability Advisory Council
* South East Regional Disability Advisory Council.

Additional information about government bodies can be found in Appendix 4 from page 97 and at: <https://governmentbodies.premiers.qld.gov.au/departmentsearch.aspx> by searching Department of Communities, Disability Services and Seniors.

### Our Future State: Advancing Queensland’s Priorities

The department’s strategic objectives will contribute to the Queensland Government’s objectives for Our Future State: Advancing Queensland’s Priorities.

Create jobs in a strong economy

* Managing the government’s ongoing investment in the NDIS to ensure it delivers on projected employment and economic benefits for Queenslanders.
* Engaging and partnering with peak organisations and associations.

Keep communities safe

* Supporting responses for people with disability who are experiencing domestic and family violence.
* Partnering with authorities to provide safe service environments for NDIS participants.
* Supporting the emotional, social and physical wellbeing of Queenslanders affected by disaster.
* Driving better financial, housing and general support for seniors.

Give all our children a great start

* Delivering place-based and local solutions to improve wellbeing and support services delivered in communities.
* Supporting the needs of Queensland’s carers by delivering targeted programs.

Keep Queenslanders healthy

* Supporting people with disability to have choice and control in the services they receive.
* Increasing the social and economic participation of Queenslanders with disability, so that they and their families can increase wellbeing and be full and equal members of society.
* Supporting families through food security programs.
* Improving the supports available for Queensland’s seniors.

Be a responsive government

* As a ‘Shareholder’ in the $20+ billion NDIS, holding itself, the Commonwealth Government and the National Disability Insurance Agency accountable.
* Developing contemporary legislative frameworks that promote and protect the human rights of Queenslanders with a disability.
* Driving performance and service improvements which support the delivery of inclusive and accessible services for Queenslanders.

## Community Services

* Statewide network of **124** funded **neighbourhood and community centres**.
* **Financial literacy** and **resilience** services accessed by **14,686** people.
* **19,124 Carer Business Discount Card** holders (30 June 2019).
* **4** place-based initiatives to improve **social, economic** and **physical wellbeing** (Logan Together, Rockhampton, North West Minerals Province).

Community Services delivers strategies, programs and initiatives that support thriving Queensland communities.

This includes targeting investment to create positive outcomes for Queenslanders and improve their social and economic wellbeing.

### Top 4 achievements

1. **Place-based approaches**   
   We developed a Framework for Place-Based Approaches as a key resource to assist in solving complex community issues. Logan Together (which commenced in 2015) is a significant placed-based initiative and one of the most advanced in Australia. It is focused on 0–8 year olds. We have seen improvements in kindy enrolments for some groups of children and improved engagement for ‘at risk’ groups of people such as women accessing the Aboriginal and Torres Strait Islander Child and Family Centre in Waterford West.
2. **Neighbourhood and community centres**   
   Neighbourhood and community centres are fundamental social services infrastructure that support healthy and thriving communities. They offer many programs and services to assist a wide range of people and the community. The department invested $12.7 million to commission four new centres located at Moranbah, Kallangur, Yarrabilba and Thursday Island and updated six existing neighbourhood centres at Inala, East Murgon, Bowen, Wilsonton, New Farm and Gatton. The Moranbah Youth and Community Centre was opened in May 2019. Upgrades at the Inala Community Centre and East Murgon Neighbourhood Centre were completed in July 2019.
3. **Thriving Communities Leadership Group**  
   The department established the Thriving Communities Leadership Group (which replaced the Community Services Partnership Forum) as the premier point of engagement with the community services industry. This group provides a forum for peak services (such as QCOSS) and key networks to partner with the department on actions to help communities to thrive. This group met for the first time on 22 May 2019. Members proposed a range key issues and work has progressed to identify practical, collaborative and targeted activities to address these issues. The group meets quarterly and a communique of discussion is available on the department’s website.
4. **Financial literacy and resilience services**  
   During 2018–19, 14,686 people accessed a financial literacy and resilience service. These people were shown how to improve their financial management skills, which helped them build resilience and better manage their money to prioritise essential living needs. Good Money Stores assisted 5683 people. 968 people were issued with loans under the No Interest Loan Scheme to a total value of $999,435. Loans of up to $1500 were offered for household items such as furniture, fridges, washing machines, stoves, freezers, heaters, medical or dental expenses, car repairs and tyres, and essential education goods such as laptops and textbooks.

### Delivered objectives

Create jobs in a strong economy

* Assisted eligible Queenslanders to receive cost of living aid through the available concessions and the Carer Business Discount Card and Companion Card discounts.
* Provided targeted quality services for people during times of need, such as wellbeing support, emergency relief, generalist counselling, gambling support and concessions.
* Invested in quality responsive services and supports:
* Engaged with industry networks and alliances.
* Partnered with peak organisations that supported industry to respond to reforms.

Keep communities safe

* Helped communities prepare and recover from natural disasters.
* Supported the Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) roundtable.
* Strengthened local communities and helped them thrive:
* Invested in neighbourhood centres that provided a central access and focal point that supported individual and community inclusion.
* Delivered preparedness planning and resilience support across disaster events.

Give our children a great start

* Supported the school breakfast program.
* Supported carers through programs such as the Carers Business Discount Card scheme.
* Partnered with other Queensland Government agencies and stakeholders that supported communities to deliver place-based and local solutions.
* Funded a network of more than 100 neighbourhood centres and community hubs, providing a central access point for diverse services.
* Delivered the Aboriginal and Torres Strait Islander Cultural Capability Action Plan.

Keep Queenslanders healthy

* Delivered the Queensland Financial Inclusion Plan actions, including Good Money Stores and financial counselling services.
* Implemented the Human Services Quality Framework for community organisations.
* Improved the wellbeing of individuals requiring community services:
* Carers accessed services that supported their wellbeing, safety and quality of life.
* Provided programs and services that supported financial resilience of individuals.

Be a responsive government

* Provided data to communities to help them understand local needs, strengths and challenges.
* Supported volunteers to continue playing a key role by delivering vital services in thriving communities.
* Supported community service organisations to manage Fair Work Australia 2012 Equal Remuneration Order wage increases.
* Partnered with industry and government to deliver the Partnering for the Future: advancing Queensland’s community services industry 2017–2025 strategy.
* Encouraged our staff to engage in innovative community programs that built capacity.
* Delivered leading and responsive approaches in our management and governance:
* Improved workforce inclusion and diversity.
* Improved staff capability, including cultural capability.

#### Community Recovery Forum

The 2018 Community Recovery Forum focused on ‘enabling community resilience’, with a strong focus on the resilience strategies developed by three local governments in the rebuilding of their communities with partial sponsorship by the Australian Institute for Disaster Resilience, and a discussion on the National Principles for Disaster Recovery.

National and international experts shared their experiences and knowledge, with breakout workshops providing an opportunity for participants to engage in conversation with insurers, volunteering peak groups and digital providers.

Almost 300 participants from state agencies, local governments, business, non-government and community agencies came together to consider the challenges of moving from a culture of coping with disaster to developing a culture of resilience. For the first time, the impact of climate change on resilience, including how communities need to be prepared for this ongoing impact, was discussed.

### Future directions

Improve the wellbeing of individuals requiring community services

* Promote opportunities that enable community participation for Queenslanders regardless of age, background or ability.
* Provide community care services to vulnerable Queenslanders not eligible for the NDIS.
* Support Queenslanders to be financially resilient through access to financial literacy and resilience programs and nil to low interest loans at Good Money Stores.

Strengthen communities and help them thrive

* Enhance the effectiveness of neighbourhood and community centres through coordinated delivery of responses to local issues.
* Implement the Social Cohesion Action Plan and small grants program aimed at enhancing social cohesion in our communities.
* Continue to partner with all levels of government and industry to develop new tools and resources to increase human and social resilience in local communities.
* Implement a Whole-of-Government model for disaster recovery and increased community resilience through working with local councils.
* Support Foodbank Queensland’s food rescue service and school breakfast program.
* Facilitate LGBTIQ+ roundtables to influence policy and legislation across government to address specific needs and areas of discrimination.

Invest in quality responsive serv ices and supports

* Lead and coordinate quality services for people during times of need such as emergency relief, counselling and wellbeing supports.
* Support and facilitate place-based approaches to support communities to deliver local solutions.
* Support Volunteering Queensland to build capacity, raise awareness, and promote and support volunteering activities and organisations in Queensland.
* Engage and partner with industry networks, alliances and peak associations.
* Make communities across the state welcoming and inclusive in terms of building infrastructure and enabling social connectedness and acceptance.

#### Panama banana disease

The presence of the Panama banana disease in three farms around Tully in far north Queensland has generated significant concern and uncertainty in the community since its discovery. Although impacted businesses successfully changed their work practices and fiscal profitability forecasts, there was significant anxiety around the future of the banana industry, particularly among farm workers and their families.

The department partnered with the Tully Support Centre to provide counselling and community development support within the local community impacted by the outbreak. This helped during the crisis by way of individual and family counselling, emergency financial assistance and material aid. Overall, 365 adults and children received direct support within the Tully community.

On top of this, grassroots development work with the local leaders and other stakeholders enabled a community guided resilience initiative that led to a shared community vision, strategies and action plan to support mental health and wellbeing, social connectedness and increased community resilience in the future.

## Seniors

* **870,000** accessed the **Queensland Cards and Concessions scheme**
* **11** funded **seniors legal and support services** across Queensland ((Brisbane, Cairns, Hervey Bay, Toowoomba, Townsville, Gold Coast, Sunshine Coast, Gladstone, Rockhampton, Mackay and Bundaberg)
* **876** **events** during **Seniors Week** through funding to Council on the Ageing QLD Inc.
* **$373 million** in concessions and rebates for eligible Queenslanders.

Our Seniors programs help provide age-friendly communities where older people are valued, respected and actively engaged in their community.

This includes services that support Queensland seniors to overcome age-related barriers, support with cost of living pressures and protection from elder abuse.

### Top 4 achievements

1. **Age-friendly communities**The department continued delivering 93 actions across 13 Queensland Government departments as part of our commitment to support age-friendly communities. We have invested $1 million annually through the Age-Friendly grants program, providing seed funding for 29 community initiatives that implement and promote innovative age-friendly projects. Thirteen regional workshops were also delivered with councils across Queensland in locations such as Cairns, Townsville, Mount Isa, Longreach, Roma and Mackay to improve understanding of how to adopt age-friendly approaches and establish cross-sector partnerships to deliver age-friendly initiatives.
2. **B.OLD short film competition**Eight Queensland-made short films that challenged stereotypes about ageing were created as a result of the B.OLD short film competition launched in August 2018. Forty film-makers submitted scripts for short films that inspired community conversations and changed people’s attitudes about ageing. Eight successful film-making teams were each given $10,000 to make the films that comprise the B.OLD short film series. The films screened at six film festivals across Queensland to an audience of more than 4000 people before being released online as part of Seniors Week celebrations in 2019.
3. **Seniors financial protection services**Navigating age-care contracts, family agreements and housing matters can be complex. To support seniors in accessing specialist financial information and support, we funded 11 seniors financial protection services ($400,000 per year over three years). These services provided free independent financial information tailored to seniors. The department established a referral partnership with National Seniors Australia to support delivery of these services. Having access to an expert in these fields assists older Queenslanders to protect themselves against elder abuse and helps ease concerns for many older people navigating difficult and complex financial issues.
4. **Global Network of Age-friendly Cities and Communities**The Queensland Government, through the department, applied to become an Affiliate member of the World Health Organisation’s Global Network of Age-friendly Cities and Communities. As part of the application, the department has committed to continue supporting age-friendly environments for three years through a Collaborative Plan to work with local governments, community organisations and businesses to develop age-friendly approaches.

### Delivered objectives

Create jobs in a strong economy

* Assisted eligible Queenslanders to receive cost of living aid through the available concessions and the Seniors Card, Seniors Business Discount Card, Carer Business Discount Card and Companion Card discounts.
* Provided targeted quality services for seniors during times of need, such as wellbeing support, counselling and concessions.
* Invested in quality responsive services and supports:
* Engaged with industry networks and alliances.
* Partnered with peak organisations that supported industry to respond to reforms.

Keep communities safe

* Helped people to stay living in their own homes with the support of a wide range of community services.
* Supported older people and helped keep them safe through seniors legal and support services and the Elder Abuse Prevention Unit.
* Strengthened local communities and helped them thrive:
* Invested in neighbourhood centres that provided a central access and focal point that supported individual and community inclusion.

Give our children a great start

* Supported carers through programs such as the Carers Business Discount Card scheme.
* Partnered with other Queensland Government agencies and stakeholders that supported communities to deliver place-based and local solutions.

Keep Queenslanders healthy

* Supported older people through advice and referral services including elder abuse prevention, seniors legal and support services, and programs that reduced social isolation.
* Actioned the Queensland: an age-friendly community strategy that enabled people of all ages to actively participate in community life.
* Improved the wellbeing of individuals requiring seniors services:
* Seniors and carers accessed services that supported their wellbeing, safety and quality of life.
* Provided programs and services that supported financial resilience of individuals.

#### Centenarian Portrait Project by Teenagers

The Centenarian Portrait Project by Teenagers brought young artists and Queensland’s oldest residents together to create an art exhibition for Queensland Seniors Week 2019.

Sponsored by the department and created by community arts organisation Embraced, the project was an uplifting initiative that matched 100 teenage artists with 100 centenarians. From storytelling, reminiscing, joy and laughter came unique portraits and friendships to treasure between the generations.

The Centenarian Portrait Project by Teenagers was innovative, inspiring and highly successful in expanding our ways of looking at, and thinking about, older Queenslanders. The department is committed to building inclusive, age-friendly communities that value older people, and was proud to support the project and its contribution towards challenging stigma around ageing and building meaningful cross-generational relationships and connections.

### Future directions

Improve the wellbeing of individuals requiring seniors services

* Promote opportunities that enable community participation for Queenslanders regardless of age, background or ability.
* Contribute to the Queensland Parliamentary Inquiry into Aged Care.
* Contribute to the implementation of the National Framework for Prevention of Elder Abuse.
* Partner with the community services sector to protect the legal and financial interests of older Queenslanders.
* Support actions to increase options for housing for older people.

Strengthen communities and help them thrive

* Listen to and support Queensland carers in their critical role.
* Implement the Queensland: an age-friendly community strategy to promote respect and inclusion of older Queenslanders.
* Support eligible seniors and carers with cost of living pressures through available concessions.

Invest in quality responsive services and supports

* Support Volunteering Queensland to build capacity, raise awareness, and promote and support volunteering activities in Queensland.
* Engage and partner with industry networks, alliances and peak associations.
* Make communities across the state welcoming and inclusive in terms of building infrastructure and enabling social connectedness and acceptance.

## Disabilities

* **93.8%** of Disability Services Act clients have met **NDIS eligibility**.
* **Accommodation Support and Respite Services**: **214** group **homes** and   
  **11** **respite** centres.
* **96%** of clients with **approved** NDIS **plans**.
* **61,000** Queenslanders **accessing** the **NDIS** (at 30 June 2019).

Disability Services delivers and funds services and supports that help provide all abilities communities where Queenslanders with disability can reach their full potential.

This includes driving implementation of the NDIS in Queensland and providing accommodation and respite services to enable people with intellectual disability and high support needs to live as independently as possible.

### Top 4 achievements

1. **NDIS participation**At 30 June, over 61,000 Queenslanders were already participating in, or seeking access to, the NDIS. This is a significant increase from the 16,524 who gained access in the first two years of transition. During the year, the department:

* allocated $5.29 million to support participants, providers and workforce
* led transition for Queensland Government clients — of those who actively sought access, 87% succeeded
* strengthened governance, assurance and reporting through implementing Queensland Audit Office recommendations
* established the new entrants project: 8263 new entrants gained access as well as 5072 with NDIS plans in the first two years.

1. **NDIS Quality and Safeguards Framework**The department provided Queensland’s formal agreement to become a participating jurisdiction under the National Disability Insurance Scheme Act 2013 enabling the NDIS Quality and Safeguards Commission and associated quality and safeguarding arrangements to commence from 1 July 2019. We also facilitated Queensland’s agreement to schedules to the Intergovernmental Agreement on Nationally Consistent Worker Screening for the NDIS, including the risk assessment and decision-making framework, funding of the National Clearance Database and the application process.
2. **Responding to domestic and family violence**Queensland’s plan to respond to domestic and family violence against people with disability (Queensland’s plan) was released on 1 May 2019, with the Not Now, Not Ever Report: Recommendation 10 Review. Implementing Queensland’s plan delivers on the Advancing Queensland priority of ‘Keep communities safe’ through four key action areas: raising awareness, building sector capacity and capability, implementing inclusive and accessible services, and building the evidence to identify areas for future collaboration and improvement. The department is working with the Department of Child Safety, Youth and Women to ensure that people with disability are foremost in leading its implementation.
3. **Progress on** All Abilities Queensland: opportunities for all  
   The department continued working with Queensland Government agencies to progress implementation of 93 actions under the State Disability Plan All Abilities Queensland: opportunities for all. These actions are improving access and inclusion as a whole-of-community responsibility across Queensland. The Whole-of-Government progress report is available at [www.communities.qld.gov.au/disability-connect-queensland/state-disability-plan-2017-2020](http://www.communities.qld.gov.au/disability-connect-queensland/state-disability-plan-2017-2020).

### Delivered objectives

Create jobs in a strong economy

* Assisted eligible Queenslanders to receive cost of living aid through the available concessions and the Carer Business Discount Card and Companion Card discounts.
* Delivered specialist disability support services while transitioning eligible Queenslanders to the NDIS.
* Operated high-quality Accommodation Support and Respite Services.
* Invested in quality responsive services and supports:
* Assisted service providers to prepare for the NDIS.
* Funded the Workability program which held 35 roadshows statewide to connect local jobseekers with NDIS employers. The roadshows were attended by 938 jobseekers and 141 employers.
* Engaged with industry networks and alliances.
* Partnered with peak organisations that supported industry to respond to reforms.

Keep communities safe

* Provided criminal history screening for workers supporting people with disability and monitored restrictive practices.
* Provided tailored and secure forensic disability services to clients with complex needs.
* Reviewed relevant legislation such as the Forensic Disability Act 2011.
* Strengthened local communities and helped them thrive:
* Invested in resources and service delivery within a changing environment.

Give our children a great start

* Supported carers through programs such as the Carers Business Discount Card scheme.
* Partnered with other Queensland Government agencies and stakeholders that supported communities to deliver place-based and local solutions.

Keep Queenslanders healthy

* In partnership with non-government organisations, delivered high-quality disability services in the lead up to full implementation of the NDIS.
* Delivered best practice disability services through the Centre of Excellence for Clinical Innovation and Behaviour Support.
* Improved the wellbeing of individuals requiring disability services:
* Carers accessed services that supported their wellbeing, safety and quality of life.
* Provided programs and services that supported financial resilience of individuals.

Be a responsive government

* Provided data to communities to help them understand local needs, strengths and challenges.
* Successfully transitioned Queenslanders with disability to the NDIS.
* Negotiated the NDIS Full Scheme Bilateral Agreement.
* Delivered the All Abilities Queensland: opportunities for all action plan.
* Encouraged our staff to engage in innovative disability programs that built capacity.
* Delivered leading and responsive approaches in our management and governance:
* Strategy for future arrangements for disability services post-NDIS.
* Improved workforce inclusion.
* Improved staff capability.

#### Hannah Goes Retro

Even with a disability, the sky is the limit when it comes to creating and working in your own business.

With NDIS funding and support staff from Sunshine Butterflies, Hannah is able to learn more about sewing, select sustainable fabrics, and photograph them for her website and social media channels. By teaming up with a local sewing business and with help from her family, Hannah is learning specialist skills to design and create 1950s-inspired fashion accessories.

Hannah recently shared what this new opportunity has meant to her.

‘When Hannah Goes Retro was created many years ago, you knew me as Hannah who modelled my clothing label and sold them alongside my mum and dad at the markets.

‘I’ve grown a little now and, with the help of a great team of support workers, I am now learning to sew and create. I have some fabulous new ideas that I am working on and   
I look very much forward to sharing them.’

Sunshine Butterflies support staff assist Hannah each week with fabric selections, styling her garments, and photographing them ready for her social media channels and website.

### Future directions

Improve the wellbeing of individuals requiring disability services

* Promote opportunities that enable community participation for Queenslanders regardless of age, background or ability.
* Support actions to respond to people with disability experiencing domestic and family violence.
* Continue to deliver high-quality services to people with disability through Accommodation Support and Respite Services.
* Participate in, and contribute to, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.
* Increase the social and economic participation of Queenslanders with disability, so that they and their families can increase wellbeing and be full and equal members of society.
* Provide community care services to vulnerable Queenslanders not eligible for the NDIS.

Strengthen communities and help them thrive

* Establish a new area within the department — Disability Connect Queensland — to seek and consider the lived experience and views of people with disability, their families, carers and the sector, and continue to build a more inclusive and accessible Queensland.
* Continue to embed the All Abilities Queensland: opportunities for all state disability plan 2017–2020.
* Monitor and manage the Queensland Government investment in the NDIS to ensure it’s delivering the promised jobs and economic benefit for Queensland communities, participants and their families.
* Listen to and support Queensland carers in their critical role.
* Support eligible carers with cost of living pressures through available concessions.

Invest in quality responsive services and supports

* Develop a Queensland Government approach to monitoring public value from NDIS services.
* Partner with the Commonwealth Quality and Safeguards Commission in providing safe service environments for NDIS participants, through criminal history screening and regulating the use of restrictive practices.
* Champion the community services industry by focusing on NDIS market and job opportunities.
* Ensure that workers are screened for criminal histories, so that people with disability can live free from abuse, neglect and exploitation.
* Fund organisations under the Queensland Community Support Scheme to continue providing support to people with disability who are not eligible for the NDIS.
* Engage and partner with industry networks, alliances and peak associations.
* Seek and consider ways to action the views of clients and advocates.

## Management and accountability

### Our governance

#### Our objectives

* Improve the wellbeing of individuals requiring community, disability and seniors services.
* Strengthen communities and help them thrive.
* Invest in quality responsive services and supports.
* Demonstrate leading and responsive approaches in our management and governance.

#### Our strategies

* Put people first by providing access to a range of universal and targeted services, building relationships and inclusion, and supporting individuals and families across Queensland.
* Value Queensland communities by building on current investment in local community services and place-based responses to increase resilience and responsiveness of communities.
* Advance the community services industry to ensure that Queensland has a progressive, high-performing community services industry delivering quality services that help people and communities to thrive.
* Demonstrate leading approaches to public sector management and governance to ensure that improving the capacity and capability of our clients, communities, stakeholders and staff is at the forefront of our work.

#### Our performance indicators

* Improved workforce inclusion and diversity.
* Improved staff capability, including cultural capability.
* The Department of Communities, Disability Services and Seniors Leadership Charter and Implementation Plan were endorsed, which provides guiding principles and behaviours for our leaders in alignment with the LEAD4QLD priorities and our public service values.
* The Strategic Workforce Plan 2018–2022 was approved, which provides direction and a consistent frame of reference for all our current and expected workforce activities.
* The Diversity and Inclusion Strategy 2018–2020 was approved, 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 disability and employees from non-English speaking backgrounds.
* The Workforce Capability Plan was approved, which outlines the key priorities, actions and performance measures for learning and development of our staff.
* Organisational change emanating from the NDIS transition and a new organisational structure was successfully managed through a Change Oversight Group with support from local workplace Change Champions.
* The Human Resources Policy Platform was reviewed, including approval and redesign of key policies and provision of guidance on the layout of the new platform for the department’s intranet site.

### Our people

* **240.19** (11.81%) temporary staff
* **134.68** (6.62%) casual staff
* **16** (0.79%) contract staff
* **1642.37** (80.78%) permanent staff
* Total workforce number based on actual paid full-time equivalent (FTE) as at   
  30 June 2019 — **2033.24**

Diversity identification

* **Culturally and linguistic diverse** **13.61%** vs Queensland public sector (QPS) average of 9.51%
* **Gender diversity — women 68.20%** vs QPS average of 69.55%
* **Aboriginal and/or Torres Strait Islander 2.10%** vs QPS average of 2.26%
* **Staff with disability 4.08%** vs QPS average of 2.87%

Service delivery

* **Non-corporate (i.e. frontline/ frontline support** 1834.53 (total FTE) and **90.23**% of total workforce
* **Corporate** 198.71 (total FTE) and **9.77%** of total workforce

Service areas

* **Community services** 179.32 (total FTE) and **9%** of total workforce
* **Disability Services and seniors** 1853.92 (total FTE) and **91%** of total workforce

#### Strategic workforce planning

Each year the department’s strategic workforce plan is reviewed, and in September 2018, the Strategic Workforce Plan 2018–2022 was approved by the Director-General.

This plan provides a framework for all key workforce activities, strategies and performance measures.

#### Contemporary strategies to attract, recruit and retain

Attracting and retaining a diverse talent pool drawn from all sections of the community is crucial to the department’s ability to deliver effective services that reflect the community and its expectations. This is integral to the department achieving its vision of thriving Queensland communities, where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

The department seeks to harness the different and varied skill sets and perspectives arising from, but not limited to, ages, gender, languages, ethnicity, cultural backgrounds, religious beliefs, working styles, people with disability, caring responsibilities, sexual orientation, education levels, professional levels, social and economic backgrounds, work and life experiences, and geographical locations.

In 2018–19 we:

* coordinated centralised recruitment strategies for casual Residential Care Officers (RCOs), which involved an expansion of advertising methods to attract a diverse applicant pool that included: RSL Queensland Employment Program, Ethical Jobs, Youth Employment Program delivered by Aboriginal and Torres Strait Partnerships, and Queensland Government LinkedIn
* created a ‘Join our Team’ web page on the department’s internet site to attract potential applicants for the casual RCO role
* coordinated two Public Sector Recruitment and Selection workshops for managers and panel members within Accommodation Support and Respite Services to gain skills in effective and consistent recruitment strategies
* developed and implemented a flexible training program for casual RCOs to achieve the Certificate IV in Disability — this training program supports staff to develop required skills for the role, incorporating language, literacy and numeracy supports
* delivered comprehensive on-boarding, induction and ongoing role-specific training for RCOs to support quality service delivery.

#### Inclusive, diverse and capable workforce

The department seeks to be a diverse and inclusive workplace where people of all ages, life stages, backgrounds and abilities feel safe, valued and respected, and where the principles of employee inclusion and embracing difference are strongly reflected in our culture and values.

During this period, the department developed the Diversity and Inclusion Strategy 2018–2020, which aligns with the Whole-of-Government diversity and inclusion framework and incorporates the department’s actions relating to the:

* Disability Services Plan
* Cultural Capability Action Plan
* Reconciliation Action Plan
* Multicultural Action Plan.

During this period the department:

* developed a Disability Awareness Training module for staff and uploaded it to the
* Queensland Government website
* convened a Diversity and Inclusion Network, including Workplace Champions and Target Group Representatives to advise on and drive relevant initiatives
* developed and promoted a Diversity and Inclusion Calendar to raise awareness and encourage the celebration of cultural events important to people with disability/impairment, LGBTIQ+, Aboriginal peoples and Torres Strait Islander peoples, and culturally and linguistically diverse staff and clients
* participated in the Diversity and Inclusion Multi-Agency Group and shared resources
* reviewed and refreshed human resources policies, resources, induction and training materials to ensure the department maintains a contemporary and integrated approach to diversity and inclusion
* hosted Queensland Disability Advisory Council Chair Sharon Boyce’s disability awareness interactive display, to mark International Day of People with Disabilities
* co-hosted the All Abilities Queensland Workshop on increasing employment of people with disability
* hosted a jobseeker with vision impairment for work experience during AccessAbility Week
* promoted public sector Disabling the Barriers resources to assist managers and employees and increase the representation of employees with lived experience of disability/impairment
* participated in the Veterans’ Virtual Career Fair
* promoted the application of the principles of the Multicultural Queensland Charter to staff through internal communication channels
* displayed the Multicultural Queensland Charter in workplaces and promoted the Charter Speaker Series and Charter in Action video resources
* promoted the Australian Human Rights Commission’s ‘Racism. It stops with me’ campaign
* promoted and participated in the Whole-of-Government LGBTIQ+ Steering Committee, and promoted the importance of being a visible ally by wearing rainbow lanyards
* conducted workshops that address unconscious bias and other barriers in recruitment and selection
* reviewed departmental templates to optimise for Screen Reader Accessibility and produced and promoted resources to assist staff to enhance documents for accessibility.

#### White Ribbon Workplace Accreditation

As a White Ribbon Workplace, we proudly promote respectful, safe and inclusive workplace cultures by taking active steps to recognise, prevent and respond to violence. This means we have zero tolerance for domestic and family violence.

The department firmly recognises that domestic and family violence is a workplace issue. It can affect the safety, wellbeing, productivity and performance of our employees — those experiencing violence, those using violence, carers and colleagues.

Domestic and family violence remains a critical issue for our department and continues to be a high priority for the Queensland Government.

This year we continued to:

* provide domestic and family violence awareness training to managers and supervisors
* offer the mandatory Recognise, Respond, Refer eLearning program to other staff
* refreshed our White Ribbon Workplace Champions
* continued to support White Ribbon activities
* promoted the new government LGBTIQ+ Domestic and Family Violence website and resources and departmental strategy for responding to employees who use or may use violence.

Our collaboration with the Multi-Agency Implementation Group continues to strengthen the Whole-of-Government response to domestic and family violence.

All of these actions are enabling us as a department to build workplaces that are supportive of victims of domestic and family violence, and have the capability to identify and respond to domestic violence, creating a safer Queensland for all of us.

In addition to these actions, as part of a cross-government commitment to preventing domestic and family violence throughout Queensland communities, the department produced a website and resources targeting the prevention of elder abuse, and was involved in developing Queensland’s plan to respond to domestic and family violence against people with disability.

#### Aboriginal and Torres Strait Islander Cultural Capability Action Plan

The department recognises that the cultural capability of all staff is integral to being able to achieve our vision of thriving Queensland communities and creating an inclusive workplace.

Accordingly, the Aboriginal and Torres Strait Islander Cultural Capability Action Plan sets out the department’s approach and commitment to growing the cultural capability of all our staff.

The department’s plan was reviewed and redeveloped in early 2019 for publication in July 2019. The new plan continues the important work already commenced within the department, and documents our ongoing commitment to growing our cultural capability towards being able to better support Aboriginal peoples and Torres Strait Islander peoples and to engage genuinely with communities.

The refreshed plan is aligned with the Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework, and the department’s Reconciliation Action Plan. It reflects the department’s organisational maturity from Reconciliation Australia’s framework of Reflect (scoping), to Innovate (implement) and Stretch (embed).

To apply the Aboriginal and Torres Strait Islander Cultural Capability Action Plan within the department, we:

* continued to increase the cultural capability of our employees by requiring new employees to complete cultural capability training
* developed collateral material to promote awareness of protocols for acknowledging Traditional Owners
* included cultural capability as a key priority in the department’s Strategic Plan, Workforce Capability Plan and Performance Management framework
* promoted opportunities for staff participation in other cultural capability experiences such as Cultural Immersion Tours to Cherbourg Ration Shed Museum
* provided mentoring opportunities to develop our Aboriginal and Torres Strait Islander staff
* sponsored and promoted National Aborigines and Islanders Day Observance Committee (NAIDOC) week
* developed a calendar of events and dates of significance, and promoted staff participation in Reconciliation Week, Musgrave Park Family Fun Day and other cultural activities
* continued with our Director-General as the Government Champion for Cherbourg and championed and promoted NAIDOC week and other culturally relevant events
* reviewed the departmental website to attract Aboriginal and Torres Strait Islander candidates and clarify the way in which flexible work arrangements can be used to support Aboriginal and Torres Strait Islander staff to celebrate religious or cultural observances such as NAIDOC week and Sorry Business
* advertised roles through the Department of Aboriginal and Torres Strait Islander Partnerships’ Youth Employment Program
* implemented a Diversity and Inclusion Network to enable the Department of Communities, Disability Services and Seniors to seek out the cultural wisdom, experiences and knowledge of Aboriginal and Torres Strait Islander staff and engage the department in understanding the importance of these activities.

#### Community Recovery Ready Reserve

The Queensland Government Ready Reserve is a Whole-of-Government surge workforce that is coordinated and deployed by the department to work alongside other government and non-government service providers in supporting and enabling the social, emotional, psychological and physical health and wellbeing of individuals and communities following a disaster.

To sustain and grow the Community Recovery Ready Reserve, we have developed:

* a Ready Reserve recruitment and retention campaign
* Whole-of-Government workforce commitment agreements
* Whole-of-Government Champions — Agency Deployment Coordinators and key contacts
* 30 Ready Reserve online training modules
* Ready Reserve Reward and Recognition.

#### Agency strategies and activities for the future

We are working to:

* embed the new organisational structure from 1 July 2019, including staffing for the new Disability Connect Queensland
* achieve a workforce target of people with disability representing eight per cent of the departmental workforce, with the target to be exceeded in both leadership and staffing in Disability Connect Queensland
* complete the NDIS workforce transition processes, including successful career pathways for the remaining staff requiring placement
* ensure efficient workforce attraction and development for the department’s Accommodation Support and Respite Services employees who perform the majority of service delivery roles
* analyse Working for Queensland 2019 Employee Opinion Survey data and implement improvements in key identified areas
* implement revised performance development processes
* continue implementation of the department’s Diversity and Inclusion Strategy 2018–2020 with a view to progressing towards the Queensland Public Sector 2022 foundation targets for key groups
* review and update the Strategic Workforce Plan 2018–2022 to reflect future priorities and workforce needs for the department.

#### NDIS workforce transition

During 2018–19, the department continued to transition disability services to the NDIS.

NDIS-impacted staff have employment security via the Queensland Government’s Employment Security Policy. The department assisted NDIS-impacted staff to find alternative employment through intensive case management, in addition to providing information sessions, job readiness workshops and access to the Employee Assistance Program.

As at 30 June 2019, the vast majority of all NDIS-impacted staff had been successfully placed in their preferred pathway, which includes alternative placement internally within the department, alternative employment in the Queensland Public Service, employment with the National Disability Insurance Agency or accepting an offer of an employee initiated voluntary redundancy package.

#### Employee performance management framework

Strategies for our employee performance management framework include:

* development of an integrated framework
* incorporating into the framework elements of induction, probation, proactive performance management and managing unsatisfactory performance
* introduction of streamlined Performance and Development Agreement resources.

#### Induction and probation

A comprehensive induction process provides information and support to new employees to enable them to feel included in their new environment and be productive with meaningful work as quickly as possible.

Role-specific induction is provided for key frontline staff including Residential Care Officers and Forensic Officers, to ensure a consistent and comprehensive departmental induction.

A new departmental induction eLearning module has been developed which integrates diversity and inclusion throughout, includes a new section on ‘Our inclusive workplace’, and links new employees to other mandatory training, including domestic and family violence awareness and Aboriginal and Torres Strait Islander cultural capability training. This new module was implemented in July 2019.

Probation refers to the period of time following commencement of employment, which allows for assessment of how well a new employee is fit for the role and the organisation they have been appointed to.

#### Performance and Development Agreements

This is an agreement between an employee and their line manager, which establishes agreed role objectives and performance indicators, as well as identifying capability development actions.

New streamlined Performance and Development Agreement resources have been developed as part of a proactive performance management approach, which recognises agreement between an employee and their line manager as the foundation for ensuring performance outcomes meet expectations.

The new template includes a statement of the department’s commitment to building an inclusive and diverse workforce that reflects the community we serve.

#### Performance improvement

New employees commencing their career with the department are introduced to the Performance and Development Agreement process. This is part of a positive performance management approach, which enables an individual and their line manager to identify and agree on role objectives, performance indicators and development requirements.

Participation in the Performance and Development Agreement process is a key element of the Workforce Capability Plan for all employees.

When an employee is not achieving or maintaining expected performance standards and this has not been successfully addressed through day-to-day proactive performance management, the formal performance improvement process is implemented.

#### Learning and development

The department’s approach to learning and development is underpinned by a growth mindset and maintains that all employees can grow and improve, that they should actively seek to grow and improve, and should be supported in this by their leaders and colleagues.

Learning and development is an integral part of proactive performance management.

The focus for learning and development is on ensuring foundational service delivery skills are in place, through a comprehensive Residential Care Officer induction program and training programs to enable frontline staff to achieve the required qualification for their role.

The department has delivered training programs (including the Qualifications Pathways Program) which resulted in 125 frontline staff completing a range of qualifications, including Certificate IV in Community Services, Certificate IV in Disability, Certificate IV in Project Management Practice, Diploma of Business, Diploma in Community Services and Diploma in Leadership and Management.

A comprehensive needs analysis was undertaken in the context of the Workforce Capability Plan 2019–23, and consequently staff will be supported to undertake leadership development, performance management and stakeholder relationship skills development.

#### Recognition

Recognition is an integral part of proactive performance management.

The department held the first Annual Staff Awards on 27 November 2018. Awards included the Director-General’s Award for Excellence; Client Focus Award; Collaboration Award; and Innovation Award. The staff awards recognised individuals and workgroups in achieving the department’s vision of thriving communities; where people of all ages, backgrounds and abilities can participate, are included and resilient, and enjoy high levels of social and economic wellbeing.

In addition, the department recognises departmental officers’ service to the Queensland Public Service and provides 15 year certificates, 25 year service medals twice a year and 30-plus year plaques for staff on separation from the department.

#### Agency policies and activities

The department:

* has completed its review of all workforce policies, procedures, guidelines and Questions and Answers (The Human Resources Policy Platform)
* has reviewed its Human Resources Delegations and Authorisations in line with the new organisational structure from 1 July 2019
* will continue to ensure all human resources policies and delegations are current and that policies are aligned with the Queensland Public Sector directives.

#### Supporting work–life balance

As part of our commitment to diversity, we seek to support employees of all ages, life stages, backgrounds and abilities to maintain an optimal balance of work and life through offering a range of flexible work possibilities including:

* **accrued time** (also known as flexi-time) — employees can work more than the standard daily or weekly hours and take the accrued time off later as a full or part day
* **flexible start and finish times** — employees work the usual number of hours, but vary start and finish times (within agreed spread of hours)
* **compressed hours** — a formal arrangement where normal, full-time hours are worked (i.e. 36 hours, 15 minutes a week) over fewer than normal days; this arrangement is often used to work a nine-day fortnight
* **part-time employment** — regular predictable hours, less than full-time
* **job sharing** — sharing the duties of one job between two or more employees
* **leave at half-pay** — long service and recreation leave may be taken at half-pay to extend the number of days that can be taken
* **purchased leave** — eligible employees may apply to access up to an extra six weeks leave over a year — while this is technically without salary, fortnightly salary deductions set aside money to fund the extra leave
* **parental leave** — eligible employees are entitled to 14 weeks paid maternity/adoption leave; in addition, an employee may be granted up to two years unpaid parental leave (inclusive of the 14 weeks paid leave) to be their child’s primary carer; employees may also apply to work part-time until their children start school
* **special leave** — an employee may be granted up to five days leave in any 12-month period that is reasonably required for an emergency situation or on compassionate grounds (for example, an employee who is affected by domestic and family violence may be granted special leave)
* **cultural leave** — staff may access any of the leave types listed here in order to meet obligations under traditional law, customary law and family obligations, and to celebrate religious and cultural observances including, but not limited to, Rosh Hashanah, Eid al-Fitr, Orthodox Easter, Diwali, Sorry Business, NAIDOC, Mabo Day and Coming of the Light Festival; in addition, special leave without salary may be provided for up to five days cultural or religious leave each year.

#### Leadership development

As we negotiate the transition to the NDIS and the reshaping of our organisation, effective leadership is critical to ensure we have a positive and supportive workplace culture focused on high performance, innovation and continuous improvement.

The department’s approach to leadership development was reviewed and revised in 2018–19 resulting in the development of the Leadership Charter. This charter is based on the five leadership values of Partnership, Integrity, Recognition, Respect and Innovation, and defines our shared commitment to the leadership values, behaviours and actions expected from all of us working in our department. In 2018–19, we continued to invest in the development of our current and future leaders through a range of leadership and professional development programs aligned to the Public Service Leadership competencies.

During the year, seven staff participated in LEAD4QLD, with a further 10 staff supported to participate in the Public Service Commission’s leadership programs, including People Matters – Performance Conversations.

As a White Ribbon Workplace, we are acknowledging domestic and family violence as   
a serious, prevalent and preventable issue that our department has zero tolerance for. This message is embedded in our department’s leadership, procedures and training.   
As part of the White Ribbon Workplace Accreditation Program, the Executive Champions Program comprises representatives from senior executive management to demonstrate leadership in shaping our department’s agenda for addressing domestic and family violence as a workplace issue.

The department participated in ANZSOG Executive Fellows program and Executive Master of Public Administration Program.

#### Industrial and employee relations framework

Through its various consultative forums, the department has effectively engaged with staff and unions on matters involving significant organisational change and reform, including the NDIS workforce transition up to 30 June 2019 and the new organisational structure from 1 July 2019. This approach provided opportunities for all parties to share information, raise issues and provide valuable input and suggestions to achieve improved outcomes.

The department has also actively participated in discussions with unions and relevant stakeholders in relation to a replacement agreement to the State Government Entities Certified Agreement 2015 (Core Agreement). Through these discussions, a number of initiatives have been identified, which will be actioned through the existing consultative forums.

Through the Agency Consultative Committee (ACC), the department has developed a new Agency Consultative Framework and ACC Terms of Reference, which will support the department’s business areas to facilitate consultation with unions regarding matters covered by the Core Agreement and other matters which may impact on the department’s workforce.

#### Workplace health, safety and wellbeing

The department is committed to supporting its employee’s health, safety and wellbeing. The department’s Strategic Plan 2018–2022 identifies the importance of such support to our employees through commitment to the Queensland Public Service Be Healthy Be Safe Be Well framework.

Managers are encouraged to support staff in wellbeing practices in the workplace and to be innovative in implementing team/local wellbeing activities that are consistent with operational requirements and available resources.

During 2018–19 the department:

* supported employees injured in the course of their employment
* supported the resilience of employees through periods of change
* facilitated onsite Employee Assistance Services to employees impacted by transition to the NDIS
* ensured that dedicated health and safety roles were in place at the local level
* provided early intervention specialist support for individual employees facing difficulties that impact on their presence at work
* delivered a Flu Vaccination Program to support the health of employees.

#### Code of Conduct and public sector ethics

The department is committed to protecting vulnerable Queenslanders from corrupt conduct and misconduct. We promote a culture that reflects the department’s Integrity Framework for practice.

Departmental employees are obliged to adhere to the values in the Public Sector Ethics Act 1994, outlined in the Code of Conduct for the Queensland Public Service. The ethics, principles and values contained in the Code of Conduct are reflected in departmental policy, procedures and plans. They also appear in each employee’s Performance and Development Agreement.

The department regularly provided ethical decision-making education to all employees, and ensured all new employees undertook ethics-related training as part of the mandatory induction process. During 2018–19, 495 departmental employees completed ethical decision-making and Code of Conduct training.

#### Management of suspected corrupt conduct and misconduct

When conduct matters involving a departmental employee are reported to Ethical Standards, the matter is assessed with consideration given to the definition of corrupt conduct outlined within section 15 of the Crime and Corruption Act 2001. At the same time, the complaint is considered by the Ethical Standards unit in line with the Public Interest Disclosure Act 2010.

Ethical Standards notifies the Crime and Corruption Commission if the matter reasonably raises a suspicion of corrupt conduct. This is consistent with the requirements of the Crime and Corruption Act 2001. The Crime and Corruption Commission assesses issues of concern and, in some instances, refers matters back to the department for appropriate management. Ethical Standards investigates all corrupt conduct matters.

Matters that do not reach the corrupt conduct threshold are managed within the Public Service Commission’s Conduct and Performance Excellence framework. They are either investigated by Ethical Standards or sent to the appropriate delegate for management action. During 2018–19, the department managed 32 corrupt conduct matters and 116 misconduct matters.

#### Employee Opinion Survey

In 2018, the department’s response rate to the Employee Opinion Survey was 44 per cent, with 1197 responders. The results showed strengths in job empowerment and work group relationships — our staff were appreciative of each other’s efforts and were inclusive and courteous.

The survey results also highlight opportunities for improvement, including organisational fairness, workload and health, organisational leadership, learning and development, and innovation.

Staff were feeling the impacts of change, with 78 per cent of responders agreeing that our workforce had undergone significant change in the past 12 months, which was 25 per cent higher than the Queensland public sector score.

To address the results of the 2018 Employee Opinion Survey, we:

* developed and implemented the Leadership Charter
* developed a Workforce Capability Plan
* established a Change Oversight Group and Change Champions network and increased engagement and communication with staff in relation to organisational change
* developed a Diversity and Inclusion Strategy
* enabled work groups to inform local area improvements such as capability development, communication and flexible work arrangements.

#### Supporting regional and frontline staff

An integral part of staff supervision is supporting staff to manage day-to-day events and stressors that impact on their wellbeing and their engagement with work. This in turn will contribute to building a supportive, positive climate in the workplace.

During 2018–19 we:

* supported staff impacted by the NDIS transition in locations including Beenleigh, Robina, Brisbane, Cairns, Strathpine, Caboolture and Maroochydore to move to their preferred pathways
* ensured learning, training and development opportunities were accessible to staff (for example, through a Qualifications Pathways Program and job-specific training such as first aid and tailored induction programs)
* communicated regularly to staff on the new organisational structure (in place from
* 1 July 2019) and invited staff to have their say in the design process — local workplace Change Champions effectively contributed to the change and communication processes
* provided access to support resources during a period of significant organisational change and reform to build resilience (for example, Employee Assistance Service — individual counselling services,

My Coach for Managers and Change Support fact sheets).

#### Early retirement, redundancy and retrenchment

During the period, 477 employees received redundancy packages at a cost of $30.941 million.

Employees who did not initiate and accept an offer of a redundancy were offered case management and support to find alternative employment placements.

### Risk management

The Financial Accountability Act 2009 requires all accountable officers and statutory bodies to establish and maintain appropriate systems of internal control and   
risk management.

The department’s risk management program is designed to ensure that risks are identified and managed in an effective, structured and coordinated way.

To achieve this objective, the department applies the following principles to risk management:

* **Integral part of planning, performance and accountability** — the department is controlled and governed effectively to achieve its strategic objectives and risk management is undertaken at strategic and operational levels.
* **Ongoing oversight by senior management and executive governance boards** — departmental risks and risk matters are discussed and considered by senior governance forums, to provide assurance to the Director-General on the identification, monitoring, control and treatment of departmental risks.
* **It creates and protects value** — risk management contributes to the achievement of the department’s objectives and improving performance in governance, project management, security and the health and safety of our staff and clients.
* **It forms part of decision-making** — risk management helps decision-makers to make informed choices, prioritise actions and identify the appropriate course of action.
* **It is systematic, structured and timely** — risk is managed while achieving consistent, comparable and reliable results for the department.
* **It is based on the best available information** — risk assessments are based on historical data, experience, stakeholder feedback, forecasts and expert judgement, data limitations and differing opinions.
* **Aligned with environmental context** — risk management takes account of the department’s internal and external operating environment and its risk profile.
* **Transparent and inclusive** — there is timely involvement of appropriate stakeholders at all levels.
* **Responsive to change** — risk management takes account of internal and external events, changes to the environmental context, results of monitoring and reviewing activities, new risks that emerge and risks that change or disappear.

Our framework aligns with the AS/NZS ISO 31000:2009 Risk management — Principles and guidelines and other best practice risk and resilience methodologies.

During 2018–19, the department adopted a more contemporary risk management framework that is an evidence-based approach to assessing the effectiveness of controls and the management of risks. Implementation of the new framework is continuing and once completed will result in improved reporting for governance committees and senior executives, will clearly demonstrate alignment with the department’s strategic objectives and will better support decision-makers. The department will continue to regularly review and update its enterprise risks throughout the year as an assurance that controls remain effective.

### Audit and Risk Committee

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

The Audit and Risk Committee operates within its approved charter, which is in line with best practice Audit Committee Guidelines.

Further information about the Audit and Risk Committee can be found at Appendix 1 (Governance boards and committees).

### Open Data

#### Overview

Additional information for a number of departmental initiatives and measures is reported on the department’s website at <https://www.communities.qld.gov.au> and the Queensland Government Open Data website <https://data.qld.gov.au/organization/communities-disability-services-and-seniors>.

Under the Open Data initiative, the department provides the public with access to key government information and generates market opportunities.

During 2018–19, the department published 11 datasets, with a total of 232 resources.

The department publishes and regularly updates data on the Open Data website, including information about:

* disability and community care services
* disability applications and tools
* funding for people with disability
* non-government grants and funding
* services for seniors
* community recovery.

The department has an Open Data governance process, which involves extensive risk assessment of datasets prior to publication to ensure identifiable data is not published.

Service procurement and grant funding provided to organisations in 2018–19 is reported through the Queensland Government Open Data website at <https://data.qld.gov.au/> and the Queensland Government Investment Portal at <https://www.qld.gov.au/about/how-government-works/state-budget-economy/investment>.

Additional reporting information (including consultancies, overseas travel, Queensland Language Services Policy) for 2018–19 can be found at <https://data.qld.gov.au/organization/communities-disability-services-and-seniors>.

### Internal audit

The department has an internal audit function, which is independent of management and external auditors. The internal audit function is undertaken in accordance with a strategic internal audit plan approved by the Director-General. The Internal Audit Charter is consistent with relevant legislation, better practice guides and international internal auditing standards.

### External scrutiny

The department is subject to a number of external reviews, including those undertaken by the Queensland Audit Office (QAO), Coroners, Crime and Corruption Commission, Queensland Ombudsman, and Public Guardian and Public Advocate.

Significant external audits and reviews of the department during 2018–19 include   
QAO reports tabled in the Queensland Parliament, such as the following:

Report 2: Access to the National Disability Insurance Scheme (NDIS) for people with impaired decision-making capacity

The objective of the audit was to assess how effectively the Queensland Government was managing the transition to the NDIS and how well prepared it was to oversee services after the transition to NDIS.

The report recommended that the department develop a statewide strategy to support people with disability to access the NDIS. The department agreed to develop a strategy that would also support the department’s work in addressing one of the conclusions from a former QAO Report (14, 2017–18 The National Disability Insurance Scheme).

Report 3: Delivering shared corporate services in Queensland

The objective of the audit was to assess whether the Queensland Government’s shared service providers are delivering value for money now and positioned to successfully deliver into the future.

The report recommended that each Queensland Government shared corporate service provider:

* defines a clear strategy, acknowledging external factors (such as innovation in service delivery models and technology), user demand and future funding challenges
* establishes an understanding of the full cost per service
* establishes and monitors standards for volume, quality and time.

In response to the recommendations, the department, as a customer of shared corporate services via Queensland Shared Services, continues to collaborate on improvement initiatives, communicate any proposed changes to the demand for services in a timely manner, and matures performance reporting between the parties.

For a complete list of tabled reports to the Queensland Parliament in the 2018–19 financial year visit <https://www.qao.qld.gov.au/reports-resources/parliament>.

### Complaints management

Our framework for managing complaints deals with:

* telephone complaints
* written complaints
* face-to-face complaints.

#### Stage 1 – Complaints management

Frontline staff are empowered with clear delegations to resolve less serious complaints (low complexity complaints) wherever possible at first contact.

Serious complaints (medium and high-complexity complaints) are referred to either a regional office or the Complaints Unit.

All complaints are entered into the department’s electronic complaints management tool.

#### Stage 2 – Internal review

If a complainant is dissatisfied with the management of a complaint, an internal review can be requested within 12 months of the outcome being provided to the complainant, and will be conducted by the Complaints Unit.

#### Stage 3 – External review

If a complainant is dissatisfied after progressing through Stages 1 and 2, they can pursue external options (for example, alternative dispute resolution, complaints agency, such as the Queensland Ombudsman, or other avenues of appeal or review).

The department takes service feedback, concerns and complaints seriously, and provides a complaints management system as per Section 219A of the Public Service Act 2008.

This system provides the department’s clients and the general public with an opportunity to voice their satisfaction or dissatisfaction with our services.

The department endeavours to address all concerns in a timely, fair and meaningful way, and to learn lessons that can help improve our customer service, and our laws, policies and practices.

Where possible we will try and resolve the complaint at the local or regional level in the first instance, as we believe it is best to have the matter addressed closest to where the service was delivered.

The complaints management system is overseen by the Queensland Ombudsman as per the Ombudsman Act 2001, and is aligned with the Australian/New Zealand Standard AS/ NZS 10002:2014 — Guidelines for complaints management in organisations.

The department’s complaints management model is a three-stage process. Complaints are managed at the local level or by the central Complaints Unit, depending on their complexity. The process includes the option of an external review.

Complaints are assessed in accordance with various laws, policies and procedures. These can be found at: <https://www.communities.qld.gov.au/about-us/our-organisation/legislation>.

In accordance with Section 219A of the Public Service Act 2008, information on the:

* number of customer complaints received by the department in the year
* number of those complaints resulting in further action
* number of those complaints resulting in no further action

can be found at <https://www.communities.qld.gov.au/about-us/customer-service-compliments-complaints>.

#### Our achievements

* During transition to the NDIS, we continued to manage complaints about NDIS providers of prescribed services.
* We promoted the availability of complaints services to Queensland participants in the NDIS or people who were attempting to access the NDIS.
* We identified systemic issues relating to Queensland’s transition to the NDIS and referred these issues to the Commonwealth Government.
* We collaborated and established a close liaison with the NDIA and the NDIS Quality and Safeguards Commission.

### Information systems and recordkeeping

As a Queensland Government agency, we meet the accountability requirements of the Public Records Act 2002, as well as other Whole-of-Government policies and standards, including the Records Governance Policy, which was released by the Queensland State Archives to replace the Information Standard 31: Retention and disposal of public records and Information Standard 40: Recordkeeping policies.

During 2018–19, the department demonstrated its commitment to compliant recordkeeping practices by:

* ensuring the life-cycle management of all departmental public records was undertaken in accordance with legislative requirements
* continuing data cleansing of recordkeeping systems to ensure quality and integrity of records
* providing timely and effective recordkeeping awareness and process support to both central and regional staff
* providing training and ongoing recordkeeping support to departmental staff.

## Financial performance

### Summary of financial performance

Section 77(2)(b) of the Financial Accountability Act 2009 requires the Chief Finance Officer of the Department of Communities, Disability Services and Seniors to provide the accountable officer with a statement on whether the department’s internal financial controls are operating efficiently, effectively and economically.

The 2018–19 Statement of Assurance provided to the Director-General satisfies all requirements of section 42 of the Financial and Performance Management Standard 2009. The statement was also provided to the department’s Audit and Risk Committee.

It indicated no deficiencies or breakdowns in internal controls that would impact adversely on the department’s financial governance or financial statements for the year.

#### Income

Our income in 2018–19 was $1.038 billion, with the major sources of income being the Queensland and Australian governments for the provision of services.

During 2018–19, we received our income from:

* Appropriation revenue – $978.490 million
* User charges – $8.259 million
* Grants and other contributions – $25.595 million
* Other revenue – $25.913 million

#### Operating expenses

Our department provides a wide range of services to the community, delivered by contracted nongovernment organisations and through direct service delivery. As a result, our two largest expense categories are supplies and services and employee expenses. Our total operating expenses for 2018–19 were $1.027 billion, including:

* Employee expenses – $256.987 million
* Supplies and services – $700.574 million  
  (which include service procurement expenses of $631.783 million, outsourced corporate service expenses of $21.834 million, property lease expenses of $18.144 million, professional and technical fees of $11.923 million, property repairs and maintenance expenses of $10.189 million, other general operating expenses of $6.701 million)
* Grants and other subsidies – $26.066 million
* Depreciation and amortisation – $8.333 million
* Other expenses – $34.997 million   
  (such as insurance costs, audit fees, impairment losses and losses on disposal of property, plant and equipment)

In 2018–19, the department had an operating surplus of $11.300 million, related   
largely to the recognition of $5.130 million in Commonwealth grant funding, with program expenditure to be incurred in 2019–20. Additional factors include the recognition of a number of non-cash items, including net fixed asset revaluations of $2.516 million and gains made on acquisition of assets received below fair value of $3.069 million. In addition, the department also received greater non-appropriated revenue of $0.585 million.

#### Assets

Our total assets as at 30 June 2019 were $390.644 million. The primary assets held by our department were properties used to:

* support people with disability, including accommodation and respite services
* strengthen our communities, including multipurpose and neighbourhood centres.

The department’s assets also include intangible assets, primarily internally generated software and systems.

The value of our assets by category was:

* Cash and cash equivalents – $83.208 million
* Receivables, current and non-current – $28.054 million
* Property, plant and equipment – $276.445 million
* Intangibles – $2.556 million
* Non-current assets held for sale – $0.368 million
* Other current assets – $0.013 million

The department’s cash at bank balance includes a cash-fund investment established with Queensland Treasury Corporation for the Elderly Parent Carer Innovation Initiative. The balance of the cash-fund investment as at 30 June 2019 was $0.963 million.

#### Liabilities

Our liabilities consist primarily of payables for service procurement, trade creditors and provisions for employee entitlements.

Our total liabilities as at 30 June 2019 were $75.201 million. Liabilities by category were:

* Payables, current and non-current – $34.350 million
* Accrued employee benefits – $23.697 million
* Provisions – $4.145 million
* Other current liabilities – $13.009 million

#### National Disability Insurance Scheme

2018–19 was the third full year of transition to the NDIS.

#### Payments

In 2018–19, on behalf of the Queensland Government, we administered total payments of $1.645 billion including:

* concession payments of $373.916 million for electricity and reticulated natural gas, rates and water
* subsidies, electricity for life support, home energy emergency assistance and asset ownership electricity dividend
* payments of $1.045 billion for the transition of clients to the NDIS
* payments of $38.596 million for natural disasters on behalf of the Queensland and Australian governments for grants for emergency assistance, essential household contents, structural assistance, and the Essential Services Safety and Reconnection Scheme
* administrative costs of $24.648 million directly attributable to Community Recovery activities.

Income and expenditure on these items is accounted for separately from our operating accounts. Variances between budget and actual results are explained in the financial statements.

We manage financial risks and liabilities by reviewing our financial performance through our corporate governance framework. To help us manage risks, the department’s Audit and Risk Committee oversees audit activities, audit recommendations, financial reporting, internal controls and compliance. For more information on our financial performance, please see our Annual Financial Statements (provided separately within this report).

#### Service Delivery Statement measures

The following scorecards summarise our performance (quantifiable measures and qualitative achievements) against the performance indicators in the department’s Service Delivery Statement 2018–19.

| Disability Services | Notes | 2018–19  Target/estimate | 2018–19  Estimated Actual |
| --- | --- | --- | --- |
| Effectiveness measures — number of Queenslanders with disability accessing departmental delivered and/or funded specialist disability support services | (1) | 9,000 to 14,0000 | 11,500 |
| Rate per 1000 population users of community care services: | (2) |  |  |
| * All users |  | 6 to 9 | 6 |
| * Aboriginal and Torres Strait Islander people aged 49 years and under |  | 5 to 8 | v8 |
| * People born in non-English speaking countries aged  64 years and under |  | 5 to 8 | 5 |
| Efficiency measure – total estimated expenditure per service user receiving department’s administered specialist disability services | (3) | $56,000 to $66,000 | $66,000 |

Notes:

1. This measure records the total number of clients expected to receive specialist disability support services delivered and/or funded by the department during the relevant financial year. The number of service users is anticipated to decline following the transition of clients with disability to the National Disability Insurance Scheme (NDIS). The Target/estimates are based on the anticipated transition of people to the NDIS as proposed under the Bilateral Agreement between the Queensland Government and the Commonwealth Government.
2. This measure is broken into three population specific cohorts using a ‘rate per 1000’ of the relevant population as the unit of measure to allow for changes in population to be taken into account from year to year. The wording and calculation method of this measure is consistent with national data reported as part of the Report on Government Services (RoGS). The number of community care service users is anticipated to decline following the transition of clients with disability to the NDIS.
3. A range is provided for 2018–19 due to current uncertainty regarding the number of community care clients who will transition to the NDIS and those who will remain as a state funded responsibility. All Target/estimates are based on the anticipated transition of people to the NDIS as estimated under the Bilateral Agreement between the Queensland Government and the Commonwealth Government.
4. Disability service users can receive multiple services. The overall cost per user is for those services, regardless of service type, delivered and/or funded by the department, and does not include services or expenditure delivered by other Queensland Government departments or the Commonwealth Government. The wording and calculation method of this measure is consistent with national data reported as part of RoGS. The number of service users is anticipated to decline following the transition of clients with disability to the NDIS.

| Community Services | Notes | 2018–19  Target/estimate | 2018–19  Estimated Actual |
| --- | --- | --- | --- |
| Efficiency measures — percentage of senior and carer cards issued within 20 working days of application | (1) | 90 per cent | 95 per cent |

Notes

1. Each year the department issues or renews senior and carer cards, providing financial benefits to users. Monitoring the time to issue a card maintains service standards to the community. Measuring the average time to issue cards, and percentage issued within timeframes, monitors the efficiency with which card applications are processed and cards distributed.

## Appendices

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 he 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.

1. Our legislation

The Department of Communities, Disability Services and Seniors’ functions and powers are derived from administrating 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.

1. 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.

1. Government bodies

Queensland National Disability Insurance Scheme Transition Advisory Group (QTAG)

| Act or instrument | Not applicable |
| --- | --- |
| Functions | 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. |
| 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 |
| Renumeration | No meeting fees are provided |

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Hon Coralee O’Rourke | 4 | N/A | N/A | N/A |
| Deputy Chair | Paige Armstrong | 6 | N/A | N/A | N/A |
| Member | Sharon Boyce | 6 | N/A | N/A | N/A |
| Member | Brett Casey | 5 | N/A | N/A | N/A |
| Member | Karni Liddell | 4 | N/A | N/A | N/A |
| Member | Debra Cottrell | 4 | N/A | N/A | N/A |
| Member | Margaret Rodgers | 5 | N/A | N/A | N/A |
| Member | Maureen Fordyce | 5 | N/A | N/A | N/A |
| Member | Kris Trott | 4 | N/A | N/A | N/A |
| Member | Adrian Carson | 2 | N/A | N/A | N/A |
| Member | Richard Nelson\* | 1 | N/A | N/A | N/A |
| Member | Ian Montague\*\* | 4 | N/A | N/A | N/A |
| Member | Rhys Kennedy | 5 | N/A | N/A | N/A |
| Member | Joanne Jessop | 6 | N/A | N/A | N/A |
| Member | Alan Smith | 5 | N/A | N/A | N/A |
| Member | Peter Stewart | 5 | N/A | N/A | N/A |
| Member | Jodi Wolthers | 6 | N/A | N/A | N/A |
| Member | Jennifer Cullen | 2 | N/A | N/A | N/A |

| Number of scheduled meetings/sessions | 6 |
| --- | --- |
| Total out of pocket expenses | $4540.44 for catering, venue hire and AUSLAN interpreting costs, met within existing departmental budget. |

\* Richard Nelson resigned in August 2018.  
\*\* 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 |
| Renumeration | As per below |

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chairperson | Katie Holm | 2 | N/A | N/A | N/A |
| Carer representative | Teresa Pilbeam | 2 | $150 per half day sitting | N/A | $300  in total |
|  | Louise Jessop | 2 | $150 per half day sitting | N/A | $300  in total |
|  | Semah Mokak-Wischki | 2 | $150 per half day sitting | N/A | $300  in total |
|  | Kirsty Buckley | 2 | N/A  (not eligible) | N/A | N/A |
| Carer  organisation representative | Gary Bourke | 0 | N/A | N/A | N/A |
|  | Debra Cottrell | 2 | N/A | N/A | N/A |
|  | Sarah Mitchell | 2 | N/A | N/A | N/A |
|  | Donna Shkalla | 1 | N/A | N/A | N/A |
|  | Stacey Field (proxy for  Donna Shkalla) | 1 | N/A | N/A | N/A |
| Government representative | Hannah Cruikshank | 2 | N/A | N/A | N/A |
|  | Sarah Mitchell | 2 | N/A | N/A | N/A |
|  | Shayna Smith | 2 | N/A | N/A | N/A |
|  | Carmel Ybarlucea | 2 | N/A | N/A | N/A |

|  |  |
| --- | --- |
| Number of scheduled meetings/sessions | 2 |
| Total out of pocket expenses | $900 |

Queensland Disability Advisory Council and regional disability   
advisory councils

|  |  |
| --- | --- |
| Act or instrument | Disability Services Act 2016, sections 222 and 223 |
| 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. |
| Number 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

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

| Total actual fees paid: | $53,440 |
| --- | --- |
| Total out of pocket expenses: | $13,498.03 |
| Total number of scheduled meetings: | 4 |

1. Far North Queensland Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Anita Veivers | 4 | $390 daily | N/A | $975 |
| Member | Arnold Budd | 4 | $300 daily | N/A | $750 |
| Member | Benjamin Keast | 4 | $300 daily | N/A | $750 |
| Member | Felicia Bowen | 0 | $300 daily | N/A | 0 |
| Member | James Gegg | 2 | $300 daily | N/A | $300 |
| Member | Peter Lenoy | 4 | $300 daily | N/A | $750 |
| Member | Rosemary Iloste | 2 | $300 daily | N/A | $300 |
| Member | Sandra Kelly | 2 | $300 daily | N/A | $600 |
| Member | Sharon Carter | 4 | $300 daily | N/A | $750 |
| Member | Sue Tomasich | 0 | $300 daily | N/A | 0 |

| Total actual fees paid: | $5,175 |
| --- | --- |
| Total out of pocket expenses: | $1,417.81 |
| Total number of scheduled meetings: | 4 |

1. North Queensland Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Bernard McNair | 1 | $390 daily | N/A | $390 |
| Member | Anne Hodge | 1 | $300 daily | N/A | $300 |
| Member | Liza Clews | 3 | $300 daily | N/A | $1,200 |
| Member | Gillian Costabeber | 4 | $300 daily | N/A | $1,470 |
| Member | Vicky Saunders | 0 | $300 daily | N/A | 0 |
| Member | Carmel Dargan | 2 | $300 daily | N/A | $600 |
| Member | Ann Greer | 1 | $300 daily | N/A | 0 |
| Member | John Lovi | 4 | $300 daily | N/A | $1,800 |
| Member | Debra King | 0 | $300 daily | N/A | 0 |
| Member | Thomas Block | 3 | $300 daily | N/A | $900 |
| Guest Member | Sonia Gilchrist | 3 | $300 daily | N/A | $600 |

| Total actual fees paid: | $7,260 |
| --- | --- |
| Total out of pocket expenses: | $15,285.75 |
| Total number of scheduled meetings: | 4 |

1. Central Queensland Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Ken Parker | 3 | $390 daily | N/A | $1,560 |
| Member | Tracey Alexander | 2 | $300 daily | N/A | $750 |
| Member | Shari Guinea | 3 | $300 daily | N/A | $1,050 |
| Member | Michael Mahon | 0 | $300 daily | N/A | 0 |
| Member | Helen Jarvis | 2 | $300 daily | N/A | $600 |

| Total actual fees paid: | $3,960 |
| --- | --- |
| Total out of pocket expenses: | $1,079.52 |
| Total number of scheduled meetings: | 4 |

1. North Coast Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Barry Skinner | 3 | $390 daily | N/A | $1,080 |
| Member | Jennifer Buchanan | 3 | $300 daily | N/A | 0 |
| Member | Kerrie Green | 4 | $300 daily | N/A | $1,200 |
| Member | Kay Maclean | 4 | $300 daily | N/A | 0 |
| Member | Carol Thorne | 4 | $300 daily | N/A | $1,200 |
| Member | Leanne Walsh | 4 | $300 daily | N/A | $1,200 |
| Member | Matthew McCracken | 4 | $300 daily | N/A | $1,200 |
| Member | Sharon Bourke | 4 | $300 daily | N/A | $1,200 |
| Member | Darcy Cavanagh | 0 | $300 daily | N/A | 0 |
| Member | John Weir | 4 | $300 daily | N/A | $1,200 |
| Member | Raelene Ensby | 2 | $300 daily | N/A | $600 |

| Total actual fees paid: | $8,880 |
| --- | --- |
| Total out of pocket expenses: | $983.89 |
| Total number of scheduled meetings: | 4 |

1. Brisbane Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Paul Larcombe | 2 | $195 per half day sitting | N/A | $390 |
| Member | Simone Wright | 3 | $180 per half day sitting | N/A | $540 |
| Member | Helene Frayne | 2 | $150 per half day sitting | N/A | $300 |
| Member | Maria Hoogstrate | 3 | $150 per half day sitting | N/A | $450 |
| Member | Michael DeLacey | 1 | $300 daily | N/A | $300 |
| Member | Kathleen Ellem | 1 | $150 per half day sitting | N/A | $150 |
| Member | John Mayo | 2 | $150 per half day sitting | N/A | $300 |
| Member | Wendy Lovelace | 4 | $150 per half day sitting | N/A | $750 |
| Member | Pamela Burgress | 3 | $150 per half day sitting | N/A | $450 |
| Member | Cathy White | 1 | $150 per half day sitting | N/A | $150 |

| Total actual fees paid: | $3,780 |
| --- | --- |
| Total out of pocket expenses: | $706.67 |
| Total number of scheduled meetings: | 4 |

1. South West Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Sharon Boyce | 4 | $390 daily | N/A | $1,560 |
| Member | Kerrie Grice | 1 | $300 daily | N/A | $300 |
| Member | Laura Scurr | 4 | $300 daily | N/A | $1,200 |
| Member | Peter Tully | 4 | $300 daily | N/A | $1,200 |
| Member | Lyndel Bunter | 4 | $300 daily | N/A | $1,200 |
| Member | Paul Devine | 3 | $300 daily | N/A | $900 |
| Member | Therese Crisp | 0 | $300 daily | N/A | 0 |
| Member | Paul Wilson | 4 | $300 daily | N/A | $1,200 |
| Member | Sonja Gilchrist | 1 | $300 daily | N/A | $300 |
| Member | Vicki Saunders | 1 | $300 daily | N/A | $300 |

| Total actual fees paid: | $8,160 |
| --- | --- |
| Total out of pocket expenses: | $1,648.38 |
| Total number of scheduled meetings: | 4 |

1. South East Regional Disability Advisory Council

| Position | Name | Meetings/ sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| --- | --- | --- | --- | --- | --- |
| Chair | Harry McConnell | 3 | $390 daily | N/A | 0 |
| Member | Phia Damsma | 3 | $300 daily | N/A | $900 |
| Member | Helen Steinhardt | 1 | $300 daily | N/A | 0 |
| Member | Savannah Hunt | 2 | $300 daily | N/A | $600 |
| Member | Josephine McMahon | 3 | $300 daily | N/A | $900 |
| Member | Peter Rhodes | 1 | $300 daily | N/A | 0 |
| Member | Christine Saunders | 3 | $300 daily | N/A | $900 |
| Member | Robert Hannaford | 3 | $300 daily | N/A | $900 |
| Member | Daniel Bedwell | 2 | $300 daily | N/A | 0 |
| Member | Eva Hallum | 0 | $300 daily | N/A | 0 |

| Total actual fees paid: | $4,200 |
| --- | --- |
| Total out of pocket expenses: | $556.12 |
| Total number of scheduled meetings: | 3 |

1. 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](http://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

1. 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 meets 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 it 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 effectives 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

The Government’s objectives for the community, Whole-of-Government priorities   
and Whole-of-Government strategies to address current and future challenges and opportunities for the Government.

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.

1. Compliance checklist

Letter of compliance

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| A letter of compliance from the accountable officer or statutory  body to the relevant Minister/s | ARRs – section 7 | 3 |

Accessibility

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Table of contents  Glossary | ARRs – section 9.1 | 4  114 |
| Public availability | ARRs – section 9.2 | 2 |
| Interpreter service statement | Queensland Government Language Services Policy  ARRs – section 9.3 | 2 |
| Copyright notice | Copyright Act 1968  ARRs – section 9.4 | 2 |
| Information licensing | QGEA – Information Licensing  ARRs – section 9.5 | 2 |

General Information

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Introductory information | ARRs – section 10.1 | 6 |
| Machinery-of-Government changes | ARRs – sections 30, 31 and 32 | (not applicable) |
| Agency role and main functions | ARRs – section 10.2 | 8, 9, 10, 11, 92 and 111 |
| Operating environment | ARRs – section 10.3 | 8 |

Non-financial performance

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Government’s objectives for  the community | ARRs – section 11.1 | 9 |
| Other Whole-of-Government plans/ specific initiatives | ARRs – section 11.2 | 94 |
| Agency objectives and  performance indicators | ARRs – section 11.3 | 25 |
| Agency service areas and  service standards | ARRs – section 11.4 | 9 |

Financial Performance

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Summary of financial performance | ARRs – section 12.1 | 71 |

Governance – management and structure

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Organisational structure | ARRs – section 13.1 | 12 |
| Executive management | ARRs – section 13.2 | 15 |
| Government bodies  (statutory bodies and other entities) | ARRs – section 13.3 | 24 and 97 |
| Public Sector Ethics Act 1994 | Public Sector Ethics Act 1994  ARRs – section 13.4 | 60 |
| Queensland public service values | ARRs – section 13.5 | 9 |

Governance – risk management and accountability

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Risk management | ARRs – section 14.1 | 63 |
| Audit committee | ARRs – section 14.2 | 64 |
| Internal audit | ARRs – section 14.3 | 66 |
| External scrutiny | ARRs – section 14.4 | 66 |
| Information systems and recordkeeping | ARRs – section 14.5 | 70 |

Governance – human resources

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Strategic workforce planning  and performance | ARRs – section 15.1 | 46 and 49 |
| Early retirement, redundancy  and retrenchment | Directive No.04/18  Early Retirement,  Redundancy and Retrenchment  ARRs – section 15.2 | 62 |

Open Data

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Statement advising publication  of information | ARRs – section 16 | 65 |
| Consultancies | ARRs – section 33.1 | <https://data.qld.gov.au> |
| Overseas travel | ARRs – section 33.2 | <https://data.qld.gov.au> |
| Queensland Language  Services Policy | ARRs – section 33.3 | <https://data.qld.gov.au> |

Financial statements

| Summary of requirement | Basis for requirement | Annual report reference |
| --- | --- | --- |
| Certification of financial statements | FAA – section 62  FPMS – sections 42, 43  and 50  ARRs – section 17.1 | 113 (49\*) |
| Independent Auditor’s Report | FAA – section 62  FPMS – section 50  ARRs – section 17.2 | 114 (1\*\*) |

FAA – Financial Accountability Act 2009

FPMS – Financial and Performance Management Standard 2009

ARRs – Annual report requirements for Queensland Government agencies

\* – [Financial Statements – alternate Microsoft Word version](https://www.communities.qld.gov.au/resources/dcdss/about-us/organisation/publications/annual-reports/2018-19/financial-statements.docx) (DOCX)

\*\* – [Independent Auditors Report – alternate Microsoft Word version](https://www.communities.qld.gov.au/resources/dcdss/about-us/organisation/publications/annual-reports/2018-19/financial-statements-independent-auditors-report.docx) (DOCX)

Annual Report 2018–2019

**Department of Communities, Disability Services and Seniors**

[www.communities.qld.gov.au](http://www.communities.qld.gov.au)