

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>.

For further information on how to contact us – refer to Appendix 5 on page 144.

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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 162.

Yours sincerely



Clare O'Connor  
**Director-General**

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Clare O'Connor, Director-General, Department of Communities, Disability Services and Seniors

# Message from the Director-General

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## 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

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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

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## 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



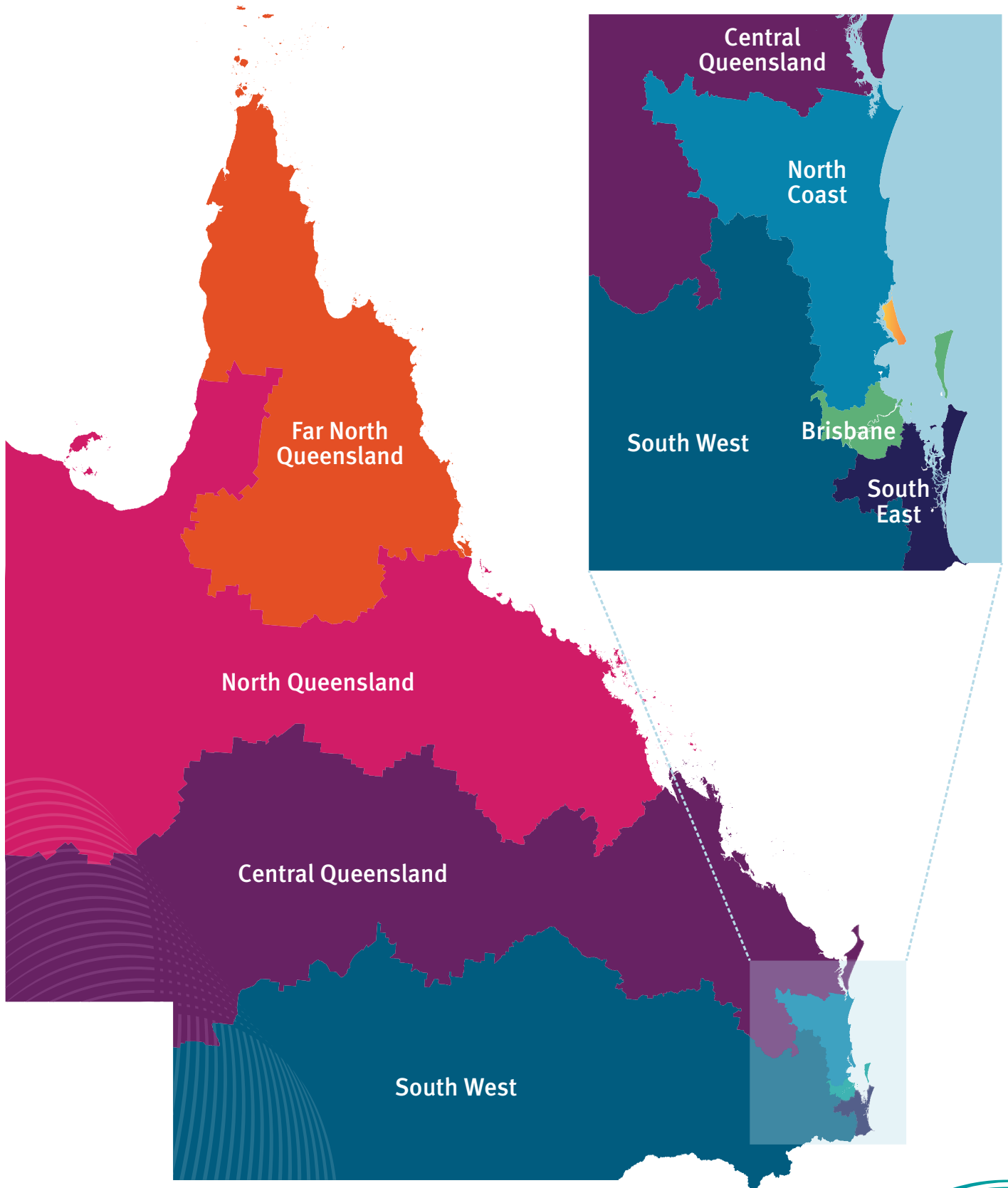
Empower people

## 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



# 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

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## **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

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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 132 and at: <https://governmentbodies.premiers.qld.gov.au/departmentssearch.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.

Statewide network of



funded  
**neighbourhood  
and community  
centres**

**Financial literacy**  
and **resilience** services  
accessed by



**14,686**  
people



place-based initiatives to improve  
**social, economic** and  
**physical wellbeing**  
(Logan Together, Rockhampton,  
Gladstone, North West Minerals  
Province)



**19,124**  
**Carer Business  
Discount Card**  
holders (30 June 2019)

# Community Services

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 place-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 of 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

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## 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

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## 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 services 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.

**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)



**\$373 million**

in concessions and rebates for eligible Queenslanders



**876**

**events** during **Seniors Week**

through funding to Council on the Ageing Qld Inc



# Seniors

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

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## 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

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## 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.

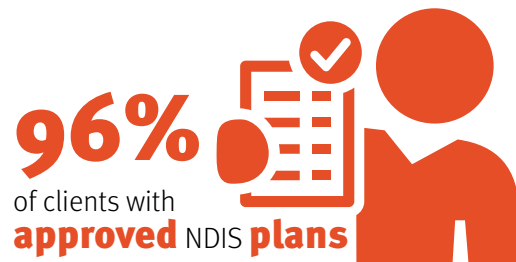


**61,000**  
Queenslanders



**accessing the NDIS**  
(at 30 June 2019)

## Accommodation Support and Respite Services:



# Disability Services

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.

2

## » **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.

3

## » **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.

4

## » **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

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## 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

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## 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

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## 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.

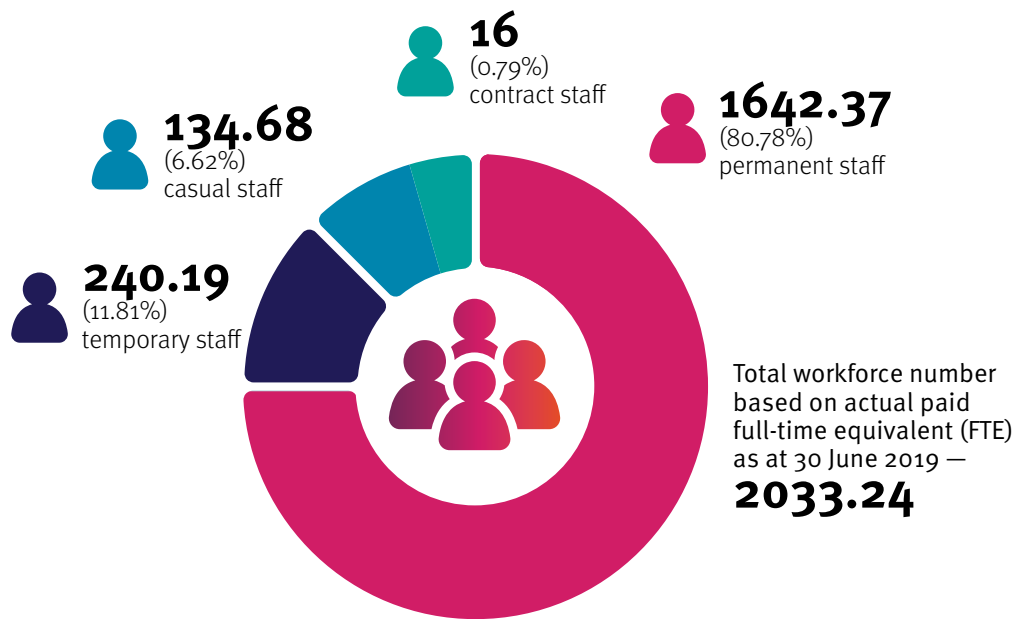
## Our strategies

- » 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.

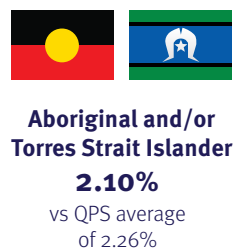
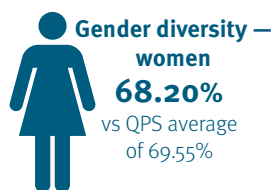
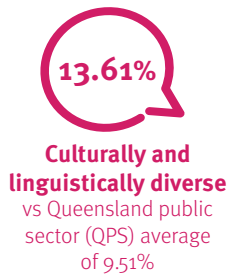
## Our performance indicators

- » 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.

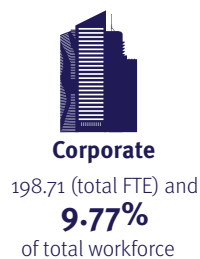
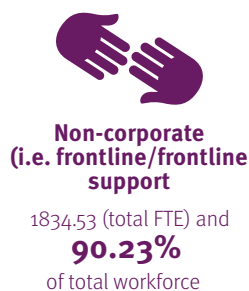
# Our people



## Diversity identification



## Service delivery



## Service areas



## 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

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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

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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

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## 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

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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

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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

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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-complaints-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

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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.

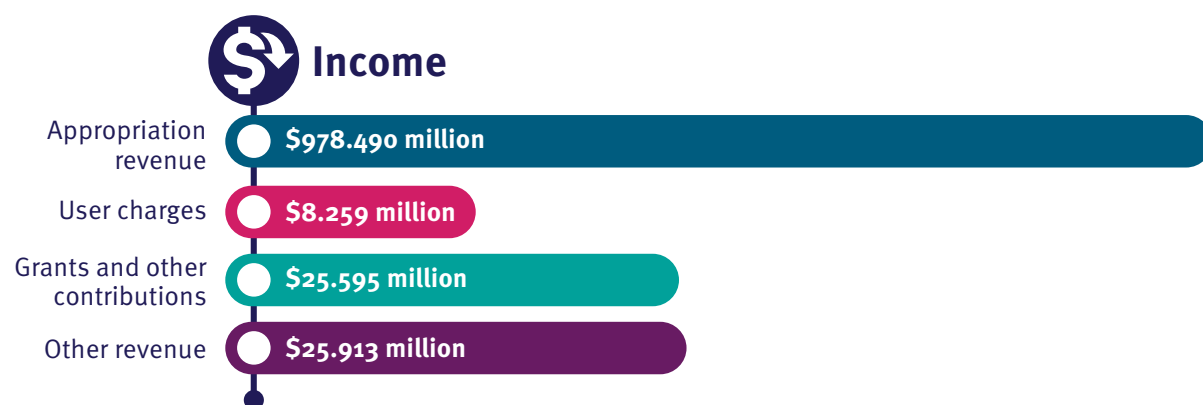
The 2018–19 Statement of Assurance provided to the Director-General satisfies all requirements of section 42 of the *Financial and Performance Management Standard 2009*. The statement was also provided to the department's Audit and Risk Committee.

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

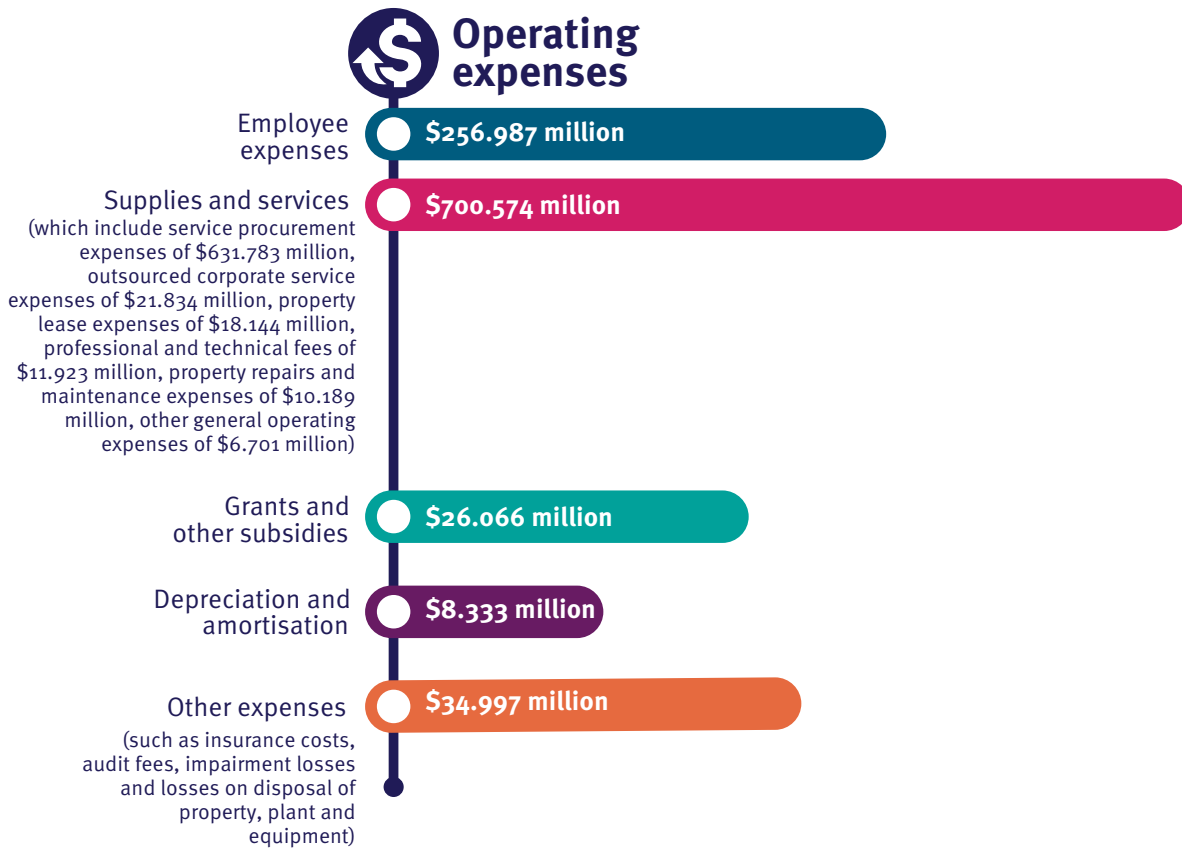
Our income in 2018–19 was \$1.038 billion, with the major sources of income being the Queensland and Australian governments for the provision of services.

During 2018–19, we received our income from:



## Operating expenses

Our department provides a wide range of services to the community, delivered by contracted non-government 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:



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.

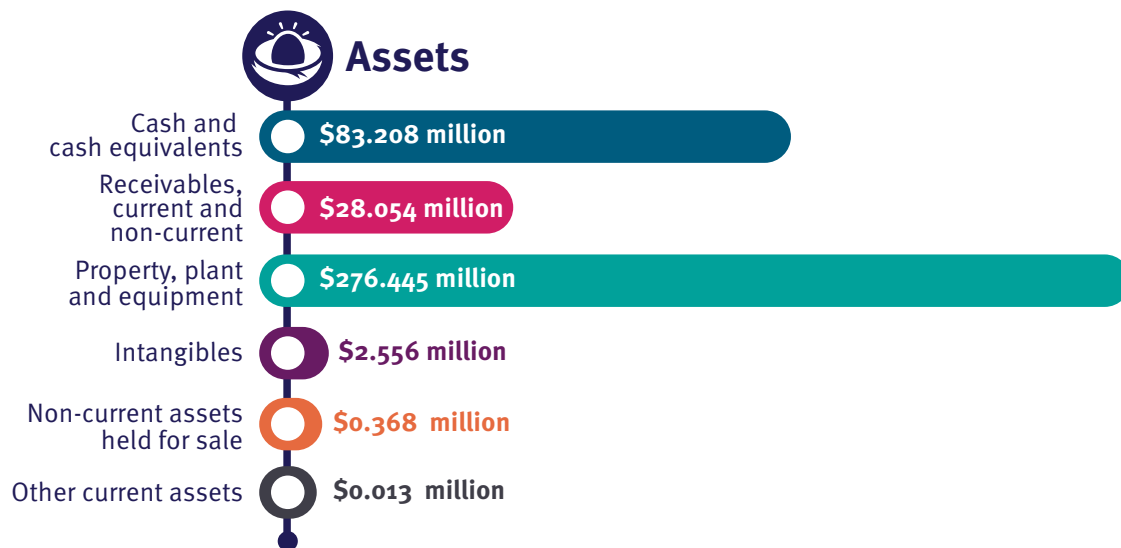
## Assets

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:

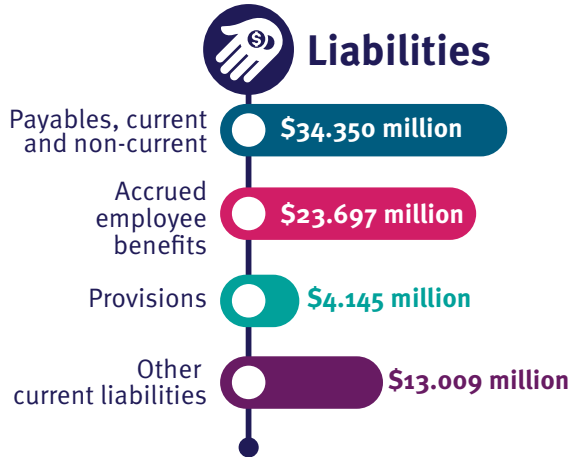


The department's cash at bank balance includes a cash-fund investment established with Queensland Treasury Corporation for the Elderly Parent Carer Innovation Initiative. The balance of the cash-fund investment as at 30 June 2019 was \$0.963 million.

## 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:



## 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: <ul style="list-style-type: none"> <li>▶ All users</li> <li>▶ Aboriginal and Torres Strait Islander people aged 49 years and under</li> <li>▶ People born in non-English speaking countries aged 64 years and under</li> </ul>	(2)	6 to 9 5 to 8 5 to 8	6 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.

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.



**Department of Communities, Disability  
Services and Seniors  
Annual Financial Statements  
2018-19**



**Department of Communities, Disability Services and Seniors  
Financial Statements  
for the year ended 30 June 2019**

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Department of Communities, Disability Services and Seniors  
Income Statement - Controlled  
for the year ended 30 June 2019

	Note	Actual 2019 \$'000	Original Budget <sup>^</sup> 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
<b>Income from Continuing Operations</b>					
Appropriation revenue	B1-1	978,490	850,125	128,365	2,073,427
User charges and fees		8,259	2,980	5,279	20,541
Grants and other contributions	B1-2	25,595	1,148	24,447	19,263
Interest		60	42	18	79
Reversal of revaluation decrement	C4-1	3,551	-	3,551	3,994
Other revenue	B1-3	22,302	1,500	20,802	15,102
<b>Total Income from Continuing Operations</b>		<b>1,038,257</b>	<b>855,795</b>	<b>182,462</b>	<b>2,132,406</b>
<b>Expenses from Continuing Operations</b>					
Employee expenses	B2-1	256,987	228,722	28,265	423,491
Supplies and services	B2-2	700,574	618,042	82,532	1,542,897
Grants and subsidies	B2-3	26,066	8,091	17,975	114,923
Depreciation and amortisation	C4-1, C5-1	8,333	10,747	(2,414)	17,680
Impairment losses		312	-	312	133
Other expenses	B2-4	33,650	2,700	30,950	25,064
Losses on sale		-	500	(500)	-
Revaluation Decrement	C4-1	1,035	-	1,035	-
<b>Total Expenses from Continuing Operations</b>		<b>1,026,957</b>	<b>868,802</b>	<b>158,155</b>	<b>2,124,188</b>
Operating Result from Continuing Operations		11,300	(13,007)	24,307	8,218
<b>Operating Result for the Year</b>		<b>11,300</b>	<b>(13,007)</b>	<b>24,307</b>	<b>8,218</b>
<b>Total Comprehensive Income</b>		<b>11,300</b>	<b>(13,007)</b>	<b>24,307</b>	<b>8,218</b>

\* An explanation of major variances is included at Note E1-1.

<sup>^</sup> These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.

**Additional Information**

A key contribution to the 2018-19 operating result of \$11.300M is the recognition of \$5.130M in Commonwealth grant funding, with the 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 \$2.516M and gains made on acquisition of assets received below fair value of \$3.069M. In addition the department also received greater non-appropriated revenue of \$0.585M. Refer to the accompanying notes to the financial statement notes for further information.

The accompanying notes form part of these financial statements.

Department of Communities, Disability Services and Seniors  
Income Statement by Major Departmental Services - Controlled  
for the year ended 30 June 2019

	Disability Services		Community and Seniors Services		General - Not Attributed		Discontinued Services*		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Income from Operations</b>										
Appropriation revenue	846,759	1,355,500	131,731	159,546	-	-	-	558,381	978,490	2,073,427
User charges and fees	2,830	7,018	5,429	9,195	-	3,329	-	999	8,259	20,541
Grants and other contributions	24,949	11,472	646	5,438	-	1,965	-	388	25,595	19,263
Interest	60	79	-	-	-	-	-	-	60	79
Reversal of revaluation decrement	2,257	1,997	1,294	1,997	-	-	-	-	3,551	3,994
Other revenue	17,212	13,981	5,090	472	-	1	-	648	22,302	15,102
<b>Total Income from Operations</b>	<b>894,067</b>	<b>1,390,047</b>	<b>144,190</b>	<b>176,648</b>	<b>-</b>	<b>5,295</b>	<b>-</b>	<b>560,416</b>	<b>1,038,257</b>	<b>2,132,406</b>
<b>Expenses from Operations</b>										
Employee expenses	228,114	244,371	28,873	31,504	-	2,684	-	144,932	256,987	423,491
Supplies and services	613,067	1,071,741	87,507	130,205	-	2,610	-	338,341	700,574	1,542,897
Grants and subsidies	18,773	39,166	7,293	5,795	-	1	-	69,961	26,066	114,923
Depreciation and amortisation	6,549	9,133	1,784	1,953	-	-	-	6,594	8,333	17,680
Impairment losses	310	108	2	12	-	1	-	12	312	133
Other expenses	19,642	22,642	14,008	1,846	-	-	-	576	33,650	25,064
Revaluation decrement	1,035	(5)	-	5	-	-	-	-	1,035	-
<b>Total Expenses from Operations</b>	<b>887,490</b>	<b>1,387,156</b>	<b>139,467</b>	<b>171,320</b>	<b>-</b>	<b>5,296</b>	<b>-</b>	<b>560,416</b>	<b>1,026,957</b>	<b>2,124,188</b>
<b>Operating Result from Operations</b>	<b>6,577</b>	<b>2,891</b>	<b>4,723</b>	<b>5,328</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,300</b>	<b>8,218</b>
<b>Operating Result for the Year</b>	<b>6,577</b>	<b>2,891</b>	<b>4,723</b>	<b>5,328</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,300</b>	<b>8,218</b>
<b>Total Comprehensive Income</b>	<b>6,577</b>	<b>2,891</b>	<b>4,723</b>	<b>5,328</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,300</b>	<b>8,218</b>

\* Discontinued Services are for Child and Family Services for 1 July to 31 December 2017 which was discontinued by the department due to the Machinery-of-Government changes.

Department of Communities, Disability Services and Seniors  
Balance Sheet - Controlled  
as at 30 June 2019

	Note	Actual 2019 \$'000	Original Budget <sup>^</sup> 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
<b>Current Assets</b>					
Cash and cash equivalents	C1	83,208	20,731	62,477	87,242
Receivables	C2	23,852	16,282	7,570	14,234
Other current assets		13	2,907	(2,894)	-
		<b>107,073</b>	<b>39,920</b>	<b>67,153</b>	<b>101,476</b>
Non-current assets classified as held for sale	C3	368	-	368	-
<b>Total Current Assets</b>		<b>107,441</b>	<b>39,920</b>	<b>67,521</b>	<b>101,476</b>
<b>Non-Current Assets</b>					
Receivables	C2	4,202	1,473	2,729	3,850
Property, plant and equipment	C4	276,445	271,178	5,267	261,619
Intangibles	C5	2,556	3,778	(1,222)	5,357
<b>Total Non-Current Assets</b>		<b>283,203</b>	<b>276,429</b>	<b>6,774</b>	<b>270,826</b>
<b>Total Assets</b>		<b>390,644</b>	<b>316,349</b>	<b>74,295</b>	<b>372,302</b>
<b>Current Liabilities</b>					
Payables	C6	30,148	13,561	16,587	46,284
Accrued employee benefits	C7	23,697	13,917	9,780	9,563
Provisions		4,145	208	3,937	480
Other current liabilities	C8	13,009	57	12,952	497
<b>Total Current Liabilities</b>		<b>70,999</b>	<b>27,743</b>	<b>43,256</b>	<b>56,824</b>
<b>Non-Current Liabilities</b>					
Payables	C6	4,202	5,237	(1,035)	3,850
Provisions		-	564	(564)	403
<b>Total Non-Current Liabilities</b>		<b>4,202</b>	<b>5,801</b>	<b>(1,599)</b>	<b>4,253</b>
<b>Total Liabilities</b>		<b>75,201</b>	<b>33,544</b>	<b>41,657</b>	<b>61,077</b>
<b>Net Assets</b>		<b>315,443</b>	<b>282,805</b>	<b>32,638</b>	<b>311,225</b>
<b>Equity</b>					
Contributed equity		302,252	302,337	(85)	309,334
Accumulated surplus		13,191	(19,532)	32,723	1,891
<b>Total Equity</b>		<b>315,443</b>	<b>282,805</b>	<b>32,638</b>	<b>311,225</b>

\* An explanation of major variances is included at Note E1-2 .

<sup>^</sup> These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.

The accompanying notes form part of these financial statements.

Department of Communities, Disability Services and Seniors  
Statement of Assets and Liabilities by Major Departmental Services - Controlled  
as at 30 June 2019

	Disability Services		Community and Seniors Services		General - Not Attributed		Discontinued Services*		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Current Assets</b>										
Cash and cash equivalents	74,267	77,663	8,941	9,579	-	-	-	-	83,208	87,242
Receivables	21,198	11,673	2,654	1,440	-	1,121	-	-	23,852	14,234
Other current assets	13	-	-	-	-	-	-	-	13	-
Non-current assets classified as held for sale	368	-	-	-	-	-	-	-	368	-
<b>Total Current Assets</b>	<b>95,846</b>	<b>89,336</b>	<b>11,595</b>	<b>11,019</b>	<b>-</b>	<b>1,121</b>	<b>-</b>	<b>-</b>	<b>107,441</b>	<b>101,476</b>
<b>Non-Current Assets</b>										
Receivables	4,202	3,427	-	423	-	-	-	-	4,202	3,850
Property, plant and equipment	167,919	164,113	108,526	97,507	-	-	-	-	276,445	261,619
Intangibles	54	3,273	2,502	2,084	-	-	-	-	2,556	5,357
<b>Total Non-Current Assets</b>	<b>172,175</b>	<b>170,813</b>	<b>111,028</b>	<b>100,014</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>283,203</b>	<b>270,826</b>
<b>Total Assets</b>	<b>268,021</b>	<b>260,149</b>	<b>122,623</b>	<b>111,033</b>	<b>-</b>	<b>1,121</b>	<b>-</b>	<b>-</b>	<b>390,644</b>	<b>372,302</b>
<b>Current Liabilities</b>										
Payables	22,951	41,201	7,197	5,082	-	3	-	-	30,148	46,284
Accrued employee benefits	22,487	9,370	1,210	194	-	-	-	-	23,697	9,563
Provisions	1,865	480	2,280	-	-	-	-	-	4,145	480
Other current liabilities	12,988	-	21	498	-	(1)	-	-	13,009	497
<b>Total Current Liabilities</b>	<b>60,291</b>	<b>51,051</b>	<b>10,708</b>	<b>5,774</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>70,999</b>	<b>56,824</b>
<b>Non-Current Liabilities</b>										
Payables	3,781	3,464	421	386	-	-	-	-	4,202	3,850
Provisions	-	343	-	59	-	1	-	-	-	403
<b>Total Non-Current Liabilities</b>	<b>3,781</b>	<b>3,807</b>	<b>421</b>	<b>445</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>4,202</b>	<b>4,253</b>
<b>Total Liabilities</b>	<b>64,072</b>	<b>54,858</b>	<b>11,129</b>	<b>6,219</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>75,201</b>	<b>61,077</b>

\* Discontinued Services are for Child and Family Services for 1 July to 31 December 2017 which was discontinued by the department due to the Machinery-of-Government changes.

Department of Communities, Disability Services and Seniors  
Statement of Changes in Equity - Controlled  
for the year ended 30 June 2019

	Note	Contributed Equity \$'000	Accumulated Surplus \$'000	Total \$'000
<b>Balance as at 1 July 2017</b>		467,366	(6,327)	461,039
<b>Operating Result</b>				
Operating result from continuing operations		-	8,218	8,218
<b>Total Comprehensive Income for the Year</b>		-	<b>8,218</b>	<b>8,218</b>
<b>Transactions with Owners as Owners:</b>				
Net equity withdrawals	C9-2	(45,929)	-	(45,929)
Net transfers in/(out) from other Queensland Government entities - other	C9-1	(112,103)	-	(112,103)
<b>Net Transactions with Owners as Owners</b>		<b>(158,032)</b>	<b>-</b>	<b>(158,032)</b>
<b>Balance as at 30 June 2018</b>		<b>309,334</b>	<b>1,891</b>	<b>311,225</b>
	Note	Contributed Equity \$'000	Accumulated Surplus \$'000	Total \$'000
<b>Operating Result</b>				
Operating result from continuing operations		-	11,300	11,300
<b>Total Comprehensive Income for the Year</b>		-	<b>11,300</b>	<b>11,300</b>
<b>Transactions with owners in their capacity as owners:</b>				
Net equity withdrawals	C9-2	(4,084)	-	(4,084)
Net transfers in/(out) from other Queensland Government entities - other	C9-1	(2,998)	-	(2,998)
<b>Net Transactions with Owners as Owners</b>		<b>(7,082)</b>	<b>-</b>	<b>(7,082)</b>
<b>Balance as at 30 June 2019</b>		<b>302,252</b>	<b>13,191</b>	<b>315,443</b>

The accompanying notes form part of these financial statements.

**Department of Communities, Disability Services and Seniors  
Statement of Cash Flows - Controlled  
for the year ended 30 June 2019**

	Actual 2019 \$'000	Original Budget^ 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
<b>Cash Flows from Operating Activities</b>				
<i>Inflows:</i>				
Service appropriation receipts	932,747	841,129	91,618	2,032,433
User charges and fees	16,648	4,193	12,455	9,469
Grants and other contributions	22,125	1,148	20,977	16,080
GST input tax credits received from ATO	75,882	-	75,882	167,744
GST collected from customers	1,908	-	1,908	8,365
Interest receipts	60	42	18	79
Other	24,630	281,374	(256,744)	15,656
<i>Outflows:</i>				
Employee expenses	(248,569)	(228,722)	(19,847)	(430,794)
Supplies and services	(705,165)	(897,953)	192,788	(1,521,457)
Grants and subsidies	(23,867)	(8,091)	(15,776)	(114,343)
GST paid to suppliers	(74,467)	-	(74,467)	(166,397)
GST remitted to ATO	(1,908)	-	(1,908)	(8,365)
Other	-	(4,183)	4,183	(7,385)
<b>Net Cash Provided by (Used in) Operating Activities<sup>#</sup></b>	<b>20,024</b>	<b>(11,063)</b>	<b>31,087</b>	<b>1,084</b>
<b>Cash Flows from Investing Activities</b>				
<i>Inflows:</i>				
Sales of property, plant and equipment	-	-	-	762
<i>Outflows:</i>				
Payments for property, plant and equipment	(17,080)	(17,001)	(79)	(8,531)
Payments for intangible assets	(588)	-	(588)	(2,453)
<b>Net Cash Used in Investing Activities</b>	<b>(17,668)</b>	<b>(17,001)</b>	<b>(667)</b>	<b>(10,222)</b>
<b>Cash Flows from Financing Activities</b>				
<i>Inflows:</i>				
Equity injections	-	-	-	2,600
<i>Outflows:</i>				
Equity withdrawals	(6,390)	(7,150)	760	(47,573)
<b>Net Cash (Used in) Provided by Financing Activities</b>	<b>(6,390)</b>	<b>(7,150)</b>	<b>760</b>	<b>(44,973)</b>
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>(4,034)</b>	<b>(35,214)</b>	<b>31,180</b>	<b>(54,111)</b>
Increase ( decrease ) in cash and cash equivalents from restructuring	-	-	-	(62,917)
Cash and Cash Equivalents - Opening balance	87,242	55,945	31,297	204,271
<b>Cash and Cash Equivalents - Closing balance</b>	<b>83,208</b>	<b>20,731</b>	<b>62,477</b>	<b>87,243</b>

\* An explanation of major variances is included at Note E1-3.

^ These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.

# Reconciliation is shown on the following page.

The accompanying notes form part of these financial statements.

Department of Communities, Disability Services and Seniors  
 Statement of Cash Flows - Controlled  
 for the year ended 30 June 2019

**Notes to the Statement of Cash Flows**

**Reconciliation of Operating Result to Net Cash Provided by Operating Activities**

	Note	2019 \$'000	2018 \$'000
Operating Result for the Year		11,300	8,218
<i>Non-cash items included in operating result</i>			
Reversal of revaluation decrement		(3,551)	(3,994)
Revaluation decrement		1,035	-
Depreciation and amortisation expense		8,333	17,680
Donated assets and services received		(3,069)	(3,300)
Loss (gain) on disposal of non-current assets		41	130
<i>Changes in assets and liabilities</i>			
(Increase) decrease in GST input tax credits receivable		1,415	1,347
(Increase) decrease in trade receivables		(5,110)	(28,976)
(Increase) decrease in other current receivables		(5,923)	-
(Increase) decrease in other assets		(13)	364
(Increase) decrease in non-current receivables		(352)	-
Increase (decrease) in payables		(13,990)	16,236
Increase (decrease) in accrued employee benefits		14,134	(3,779)
Increase (decrease) in provisions		3,262	-
Increase (decrease) in other liabilities		12,512	(2,842)
<b>Net Cash Provided by Operating Activities</b>		<b>20,024</b>	<b>1,084</b>

*The accompanying notes form part of these financial statements.*



**Department of Communities, Disability Services and Seniors  
Income Statement - Administered  
for the year ended 30 June 2019**

		Actual	Original	Budget	Actual
		2019	Budget <sup>^</sup>	Variance <sup>*</sup>	2018
	Note	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>					
	G1-1	<b>1,579,496</b>	1,925,198	(345,702)	801,007
		<b>8,260</b>	4,273	3,987	29,934
		<b>1,587,756</b>	<b>1,929,471</b>	<b>(341,715)</b>	<b>830,941</b>
<b>Expenses from Continuing Operations</b>					
		<b>6,863</b>	-	6,863	2,753
	G1-2	<b>24,967</b>	-	24,967	6,037
	G1-3	<b>1,457,858</b>	1,929,471	(471,613)	743,337
		<b>2</b>	-	2	-
	G1-4	<b>155,617</b>	-	155,617	64,892
		<b>1,645,307</b>	<b>1,929,471</b>	<b>(284,164)</b>	<b>817,019</b>
		<b>(57,551)</b>	-	(57,551)	13,922
		<b>(57,551)</b>	-	<b>(57,551)</b>	<b>13,922</b>
		<b>(57,551)</b>	-	<b>(57,551)</b>	<b>13,922</b>

<sup>^</sup> These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.

<sup>\*</sup> An explanation of major variances is included at Note G1-8 .

The accompanying notes form part of these financial statements.

Department of Communities, Disability Services and Seniors  
 Balance Sheet - Administered  
 as at 30 June 2019

		Actual 2019 \$'000	Original Budget <sup>^</sup> 2019 \$'000	Budget Variance* 2019 \$'000	Actual 2018 \$'000
<b>Current Assets</b>					
Cash and cash equivalents		256,300	38,212	218,088	111,158
Receivables	G1-5	2,202	1,498	704	1,613
<b>Total Current Assets</b>		<b>258,502</b>	<b>39,710</b>	<b>218,792</b>	<b>112,771</b>
<b>Total Assets</b>		<b>258,502</b>	<b>39,710</b>	<b>218,792</b>	<b>112,771</b>
<b>Current Liabilities</b>					
Payables	G1-6	329,519	51,106	278,413	128,626
Accrued employee benefits		2,389	1,099	1,290	-
<b>Total Current Liabilities</b>		<b>331,908</b>	<b>52,205</b>	<b>279,703</b>	<b>128,626</b>
<b>Total Non-Current Liabilities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities</b>		<b>331,908</b>	<b>52,205</b>	<b>279,703</b>	<b>128,626</b>
<b>Net Assets</b>		<b>(73,406)</b>	<b>(12,495)</b>	<b>(60,911)</b>	<b>(15,855)</b>
<b>Equity</b>					
Accumulated surplus/(deficit)		(73,406)	(12,495)	(60,911)	(15,855)
<b>Total Equity</b>		<b>(73,406)</b>	<b>(12,495)</b>	<b>(60,911)</b>	<b>(15,855)</b>

<sup>^</sup> These figures represent budgeted figures as published in the latest Service Delivery Statement tabled in Parliament.

\* An explanation of major variances is included at Note G1-8 .

*The accompanying notes form part of these financial statements.*

Department of Communities, Disability Services and Seniors  
Statement of Changes in Equity - Administered  
for the year ended 30 June 2019

	Accumulated Surplus/(Deficit) \$'000	Total \$'000
<b>Balance as at 1 July 2017</b>	<u>(29,777)</u>	<u>(29,777)</u>
<b>Operating Result</b>		
Operating result from continuing operations	<u>13,922</u>	<u>13,922</u>
<b>Total Comprehensive Income for the Year</b>	<u>13,922</u>	<u>13,922</u>
<b>Balance as at 30 June 2018</b>	<u>(15,855)</u>	<u>(15,855)</u>
<b>Operating Result</b>		
Operating result from continuing operations	<u>(57,551)</u>	<u>(57,551)</u>
<b>Total Comprehensive Income for the Year</b>	<u>(57,551)</u>	<u>(57,551)</u>
<b>Balance as at 30 June 2019</b>	<u>(73,406)</u>	<u>(73,406)</u>

*The accompanying notes form part of these financial statements.*

**Department of Communities, Disability Services and Seniors**  
**Statement of Cash Flows - Administered**  
**for the year ended 30 June 2019**

	Actual 2019 \$'000	Actual 2018 \$'000
<b>Cash Flows from Operating Activities</b>		
<i>Inflows:</i>		
Administered appropriation revenue	1,514,604	747,704
Grants and other contributions	8,260	29,935
GST input tax credits received from ATO	18,743	12,000
GST collected from customers	826	(99)
<i>Outflows:</i>		
Employee expenses	(4,474)	(3,852)
Supplies and services	(22,962)	(8,882)
Grants and subsidies	(1,349,696)	(725,153)
GST paid to suppliers	(19,331)	(13,616)
GST remitted to ATO	(826)	(1,112)
Other	(2)	(288)
<b>Net Cash Provided by Operating Activities</b>	<b>145,142</b>	<b>36,637</b>
<b>Net increase in cash and cash equivalents</b>	<b>145,142</b>	<b>36,637</b>
Increase (decrease) in cash and cash equivalents from restructuring	-	(1,075)
Cash and Cash Equivalents - Opening balance	111,158	75,596
<b>Cash and Cash Equivalents - Closing balance</b>	<b>256,300</b>	<b>111,158</b>

**Notes to the Statement of Cash Flows**

**Reconciliation of Operating Result to Net Cash Provided by Operating Activities**

	2019 \$'000	2018 \$'000
Operating Result for the Year	(57,551)	13,922
<i>Non-cash items included in operating result</i>		
Provisions	-	252
<i>Changes in assets and liabilities</i>		
(Increase) decrease in GST input tax credits receivable	(589)	(1,613)
(Increase) decrease in trade receivables	-	(494,601)
Increase (decrease) in payables	200,893	26,928
Increase (decrease) in accrued employee benefits	2,389	(1,099)
Increase (decrease) in provisions	-	494,060
Increase (decrease) in other liabilities	-	(1,212)
<b>Net Cash Provided by Operating Activities</b>	<b>145,142</b>	<b>36,637</b>

*The accompanying notes form part of these financial statements.*

## A1 Basis of Financial Statement Preparation

### A1-1 General Information

The Department of Communities, Disability Services and Seniors (the department) is a State Government department established under the Public Service Act 2008 and controlled by the State of Queensland, which is the ultimate parent.

The head office of the department is 1 William Street, Brisbane QLD 4000.

The major departmental services undertaken by the department are disclosed in the Income Statement by Major Departmental Services - Controlled, and are further detailed in Note A2 Departmental Objectives.

### A1-2 Compliance with Prescribed Requirements

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2018.

The department is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flow which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards applied for the first time in these financial statements are outlined in Note A1-10.

### A1-3 Presentation

#### **Currency and Rounding**

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

#### **Comparatives**

Comparative information reflects the audited 2017-18 financial statements. The current year is not comparable to the previous year due to the Machinery-of-Government changes that occurred in 2017-18.

#### **Current/Non-Current Classification**

Assets and liabilities are classified as either 'current' or 'non-current' in the Balance Sheet and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

### A1-4 Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing the Management Certificate.

## A1 Basis of Financial Statement Preparation (continued)

### A1-5 Basis of Measurement

Historical cost is used as the measurement basis in this financial report except for land and buildings which are measured at fair value.

#### Historical Cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

#### Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique. Where fair value is used, the fair value approach is disclosed. Refer to Note C4-6 for further information about fair value measurement by the department.

### A1-6 Impairment

#### Accounting Policy - Property, Plant and Equipment

##### Indicators of Impairment and Determining Recoverable Amount

All property, plant and equipment assets are assessed for indicators of impairment on an annual basis or, where the asset is measured at fair value, for indicators of a change in fair value/service potential since the last valuation was completed. Where indicators of a material change in fair value or service potential since the last valuation arise, the asset is revalued at the reporting date under AASB 13 *Fair Value Measurement*. If an indicator of possible impairment exists, the department determines the asset's recoverable amount under AASB 136 *Impairment of Assets*. Recoverable amount is equal to the higher of the fair value less costs of disposal.

#### Accounting Policy - Intangibles

All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the department, including discontinuing the use of the software or patent. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use.

### A1-7 The Reporting Entity

The reporting entity is the Department of Communities, Disability Services and Seniors. The financial statements include all income, expenses, assets, liabilities and equity of the department.

The department has not entered into any contractual arrangements which involve the sharing of control or significant influence over another entity. As a result, the department has determined that it does not control any other entity and has no interests in unconsolidated structured entities.

### A1-8 Controlled and Administered Transactions and Balances

Transactions and balances are controlled by the department where they can be deployed for the achievement of the departmental objectives.

## A1 Basis of Financial Statement Preparation (continued)

### A1-8 Controlled and Administered Transactions and Balances (continued)

The department administers, but does not control, certain activities on behalf of the State Government. In doing so, it has responsibility for administering those activities (and related transactions and balances) efficiently and effectively, but does not have the discretion to deploy those resources for the achievement of the department's own objectives.

The department has elected to report the administered transactions and balances as discrete financial statements within the agency's overall financial statements.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items, unless stated otherwise.

The department's administered ledger is used to administer community recovery disaster costs and the subsequent reimbursement of those costs from the Queensland Reconstruction Authority (QRA) under federal-state Disaster Recovery Funding Arrangements (DRFA) guidelines and associated State Government programs. Revenues associated with disaster recovery claims are recognised as grants and other contributions. Administered transactions also include the payment of concessions (such as electricity rebates) to eligible recipients (refer to G1-3).

The State Government's contribution to the National Disability Insurance Agency (NDIA) and the department's intergovernmental repayments under the Bilateral Agreement are recognised as grant payments in the administered ledger (refer to G1-3).

### A1-9 Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the department. GST credits receivable from, and GST payable to, the Australian Taxation Office (ATO) are recognised (refer to Note C2).

### A1-10 First Year Application of New Accounting Standards or Change in Accounting Policy

#### Changes in Accounting Policy - AASB 9 Financial Instruments

The department applied AASB 9 *Financial Instruments* for the first time in 2018-19. Comparative information for 2017-18 has not been restated and continues to be reported under AASB 139 *Financial Instruments: Recognition and Measurement*. The nature and effect of the changes as a result of adoption of this new accounting standard are described below.

Under AASB 9, debt instruments are categorised into one of three measurement bases - amortised cost, fair value through other comprehensive income (FVOCI) or fair value through profit or loss (FVTPL). The classification is based on two criteria:

- whether the financial asset's contractual cash flows represent 'solely payments of principal and interest', and
- the department's business model for managing the assets.

The department's debt instruments comprise receivables as disclosed in Note C2. They were classified as Loans and Receivables as at 30 June 2018 (under AASB 139) and were measured at amortised cost. These receivables are held for collection of contractual cash flows that are solely payments of principal and interest. As such they continue to be measured at amortised cost beginning 1 July 2018.

#### Accounting Standards Early Adopted

No Australian Accounting Standards have been early adopted for 2018-19.

#### Accounting Standards Applied for the First Time

Other than AASB 9 *Financial Instruments*, which is detailed above, no accounting standards that apply to the department for the first time in 2018-19 have any material impact on the financial statements.

## **A2 Departmental Objectives**

The department is committed to enabling vulnerable Queenslanders to improve their lives by investing in and providing effective and innovative services.

The department contributes to the Queensland Government's objectives to:

- Keep Queenslanders healthy by improving the wellbeing of individuals requiring community, disability and seniors services; and contributing to the advancement of disadvantaged communities and helping them to thrive;
- Create jobs in a strong economy by supporting the community services industry and assisting in its sustainability;
- Be a responsive Government by demonstrating leading and responsive approaches in management and governance.

The service area objectives of the department cover the below two key areas:

- **Disability Services**
  - To enable Queenslanders with disability to have and exercise choice and control in their lives through access to disability services and other supports, and support for the transition to the National Disability Insurance Scheme (NDIS).
- **Community and Seniors Services**
  - To contribute to thriving Queensland communities through accessible services for individuals, families and groups, by promoting active participation and inclusion, by advancing age friendly communities, supporting communities affected by disasters and by investing in the community services system to improve its social impact and contribution to the wider economy.
  - To invest in prevention and early intervention responses throughout the community to reduce vulnerability and disadvantage and to enable individuals and community groups to participate in their community; improve access to individual support services; increase public awareness of the needs and issues experienced by vulnerable Queenslanders; and improve liveability, resilience and cohesion in Queensland communities.

The department is funded for the departmental services it delivers principally by parliamentary appropriations. It also provides the following on a fee for service basis:

- Various corporate services functions provided to the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP), Department of Housing and Public Works (DHPW) and the Department of Child Safety, Youth and Women (DCSYW) via Memorandum of Understanding agreements.
- Application fees for an assessment of persons seeking engagement to work in disability services delivered or funded by the department.

## **A3 National Disability Insurance Scheme**

The department is completing the transition of its funding of disability services to the National Disability Insurance Agency (NDIA) under the NDIS.

As clients transition, existing service providers funded by the department will no longer be funded by the department to deliver services to eligible NDIS clients (refer to Note D3-4 ) and the department will experience a commensurate reduction in its workforce (refer to Note D3-5 ).



### A3 National Disability Insurance Scheme (continued)

The department continues making payments to the NDIA for the NDIS pursuant to Section 179 *National Disability Insurance Act 2013* and in accordance with the Bilateral Agreement between the Commonwealth and Queensland. The Bilateral Agreement requires the State Government to pay money to the NDIA for the purpose of funding reasonable and necessary support for participants in the NDIS. These payments are recognised as administered grants and other contributions (refer to Note A1-8 ). This is the third year of transition to NDIS.

### A4 Volunteer Services

The department co-ordinates the community recovery process on behalf of the State Government with government employees providing assistance during times of natural disasters. The registered employees are members of the Queensland Government Ready Reserve. Although the employees are paid by their own entities, the department receives the services of members of the Queensland Government Ready Reserve for no cost.

As the fair value of the services received can be measured reliably, and the services would have been purchased had they not been donated, the department is required to disclose its dependence on the value of volunteer services received in accordance with the guidelines outlined as per AASB 1004 *Contributions*. The total fair value of volunteer services received from other government agencies as part of community recovery activities is estimated to be \$4.782M. This amount has been recognised as an equivalent revenue and expense in the 2018-19 financial statements.

## B1 Revenue

### B1-1 Appropriation Revenue

	2019 \$'000	2018 \$'000
<b>Reconciliation of Payments from Consolidated Fund to Appropriation Revenue Recognised in Operating Result</b>		
Budgeted appropriation revenue	841,129	2,722,317
Transfers from/to other departments - redistribution of public business	-	(668,712)
Lapsed appropriation revenue	-	(21,172)
Treasurers transfers	91,618	-
<b>Total Appropriation Receipts (cash)</b>	<b>932,747</b>	<b>2,032,433</b>
Less: Opening balance of appropriation revenue receivable	(3,850)	(5,237)
Adjustment for Machinery-of-Government transfer	-	1,473
Plus: Closing balance of appropriation revenue receivable	4,202	3,850
Plus: Opening balance of departmental services revenue payable	29,910	53,840
Adjustment for Machinery-of-Government transfer	-	(3,936)
Less: Closing balance of departmental services revenue payable	(17,049)	(29,910)
<b>Net Appropriation Revenue</b>	<b>945,960</b>	<b>2,052,513</b>
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	32,530	20,914
<b>Appropriation Revenue Recognised in Income Statement</b>	<b>978,490</b>	<b>2,073,427</b>

Appropriations provided under the *Appropriation Act 2018* are recognised as revenue when received.

Amounts appropriated to the department for transfer to other entities in accordance with legislative or other requirements are reported as 'administered' appropriations (refer to Note G1-1 ).

## B1 Revenue (continued)

### B1-2 Grants and Other Contributions

	2019 \$'000	2018 \$'000
Grants	10,955	8,481
Contributions	11,571	7,482
Assets received below fair value	<u>3,069</u>	<u>3,300</u>
<b>Total revenue from continuing operations</b>	<b><u>25,595</u></b>	<b><u>19,263</u></b>

#### Accounting Policy - Grants, contributions and donations

Grants and donations are non-reciprocal in nature so do not require any goods or services to be provided in return. Corresponding revenue is recognised in the year in which the department obtains control over the grant/donation (control is generally obtained at time of receipt). Refer to Note D4 for further information.

Contributions can be either reciprocal or non-reciprocal in nature. Reciprocal contributions require goods or services to be provided in return. Corresponding revenue is recognised in the year in which the department provides the goods and services. Non-reciprocal contributions are accounted for as per the treatment of grants and donations which is listed above.

#### Accounting Policy - Assets received below fair value

Assets received below fair value relate to assets that have been acquired for no cost or for a nominal consideration, other than those acquired through Machinery-of-Government changes. As assets must be initially recorded at their fair value on acquisition, the difference between the consideration given and the fair value of the assets acquired is recognised as a gain in the department's financial statements. Refer to Note C4-1 for further information about the nature of the assets acquired.

### B1-3 Other Revenue

	2019 \$'000	2018 \$'000
Expenditure recoveries	-	19
Grant and service procurement refunds <sup>^</sup>	17,107	14,452
Other	<u>5,195</u>	<u>631</u>
<b>Total</b>	<b><u>22,302</u></b>	<b><u>15,102</u></b>

<sup>^</sup> These refunds relate to the return of prior year unspent funds by non-government organisations.

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## B2 Expenses

### B2-1 Employee Expenses

	2019 \$'000	2018 \$'000
<b>Employee Benefits</b>		
Wages and salaries	175,512	318,547
Employer superannuation contributions	21,291	40,407
Annual leave levy	17,166	33,082
Long service leave levy	3,675	6,675
Other employee benefits	35,033	16,282
	<u>252,677</u>	<u>414,993</u>
<b>Employee Related Expenses</b>		
Workers' compensation premium	3,436	6,729
Other employee related expenses	874	1,769
	<u>4,310</u>	<u>8,498</u>
<b>Total</b>	<u>256,987</u>	<u>423,491</u>

The number of employees on a full-time equivalent (FTE) basis under the Minimum Obligatory Human Resource Information (MOHRI) classification methodology is:

	2019	2018
Number of full-time equivalent employees:	<u>2,033</u>	<u>2,505</u>

The decrease in the number of employees was due to the continuing transfer of disability services responsibilities to the NDIA.

### Accounting Policies - Employee Benefits

#### Accounting Policy - Wages and Salaries

Wages and salaries due, but unpaid at reporting date, are recognised in the Balance Sheet at the current salary rates. As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Wages and salaries includes any non-vesting sick leave that has been paid by the department during the financial year.

#### Accounting Policy - Annual Leave

The State Government's Annual Leave Central Scheme (ALCS) became operational on 30 June 2008 for departments, commercialised business units and shared service providers. Under this scheme, a levy is made on the department to cover the cost of employees' annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

#### Accounting Policy - Long Service Leave

Under the State Government's Long Service Leave Scheme, a levy is made on the department to cover the cost of employee's long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

## B2 Expenses (continued)

### B2-1 Employee Expenses (continued)

#### Accounting Policies - Employee Benefits (continued)

##### Accounting Policy - Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the State Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined Contribution Plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined Benefit Plan - The liability for defined benefits is held on a Whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

##### Accounting Policy - Workers Compensation Premiums

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note F1.

### B2-2 Supplies and Services

	2019 \$'000	2018 \$'000
<b>Service Procurement</b>		
Disability Services	452,308	876,786
Community Services	51,361	26,175
Community Care	118,373	141,358
Seniors Services	9,741	8,989
Discontinued Services*	-	375,568
Outsourced corporate services	21,834	8,929
Operating lease rentals	18,144	37,977
Property, repairs and maintenance costs	10,189	14,557
Professional and technical fees	11,923	23,807
Other	6,592	28,503
Consultancies	109	248
<b>Total</b>	<b>700,574</b>	<b>1,542,897</b>

\* Discontinued Services are for Child and Family Services and Multicultural Affairs which were discontinued by the department due to the Machinery-of-Government changes in the 2017-18 year.

##### Accounting Policy - Operating Lease Rentals

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred. Incentives received on entering into operating lease rentals are recognised as liabilities. Lease payments are allocated between rental expense and reduction of the liability.

## B2 Expenses (continued)

### B2-2 Supplies and Services (continued)

#### Disclosure - Operating Leases

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. The lease term is generally for an initial fixed period with options to extend the lease for a further period or periods. The department has no option to purchase the leased item at the conclusion of the lease although the leases provide for a right of renewal at which time the lease terms are renegotiated.

Operating Lease rental expenses comprises the minimum lease payments payable under operating lease contracts. Lease payments are generally fixed, but with annual inflation escalation clauses on which future year rentals are determined.

#### Accounting Policy - Distinction between Service Procurement and Grants

For a transaction to be classified as service procurement, the value of goods or services received by the department must be of approximately equal value to the value of the consideration exchanged for those goods or services. Where this is not the substance of the arrangement, the transaction is classified as a grant (refer to Note B2-3 ).

### B2-3 Grants and Subsidies<sup>^</sup>

	2019 \$'000	2018 \$'000
Disability Services	18,806	33,431
Community Services	5,701	-
Seniors Services	1,451	1,338
Discontinued Services*	-	79,857
Donations and gifts	108	297
<b>Total</b>	<b>26,066</b>	<b>114,923</b>

\* Discontinued Services are for Child and Family Services and Multicultural Affairs which were discontinued by the department due to the Machinery-of-Government changes in the 2017-18 year.

<sup>^</sup> Refer to B2-2 for the accounting policy on the distinction between Service Procurement and Grants.

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## B2 Expenses (continued)

### B2-4 Other Expenses

	2019 \$'000	2018 \$'000
Departmental appropriation adjustments#	32,530	20,914
Net losses on disposal of property, plant and equipment	41	130
Insurance premiums	701	1,235
External audit fees	280	340
Special payments - Ex gratia payments	97	2,407
Other	1	38
<b>Total</b>	<b>33,650</b>	<b>25,064</b>

# Departmental appropriation adjustments are performed at year end to lapse or carry forward current year funding.

### Audit Fees

The Queensland Audit Office is the department's external auditor. Total external audit fees relating to the 2018-19 financial year are estimated to be \$0.280M (2017-18: \$0.340M). There are no non-audit services included in this amount.

### Special Payments

Special payments represent ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. Special payments during 2018-19 and 2017-18 include the following payments over \$5,000:

- Special payments during 2018-19 include \$0.082M paid on behalf of a disability services provider (2017-18: \$2.303M) that experienced financial difficulties to ensure continuity of service to the department's clients.

## C1 Cash and Cash Equivalents

	2019 \$'000	2018 \$'000
Cash on hand	5	6
Cash at bank	83,203	87,236
<b>Total</b>	<b>83,208</b>	<b>87,242</b>

### Accounting Policy - Cash and Cash equivalents

For the purposes of the Balance Sheet and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June 2019.

The department's cash at bank is held with the Commonwealth Bank of Australia except for a cash fund held with the Queensland Treasury Corporation (QTC) for the Elderly Parent Carer Innovation Initiative established in February 2013. The weighted average effective interest rate for the QTC cash fund is 2.42% per annum.

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## C2 Receivables

	2019 \$'000	2018 \$'000
<b>Current</b>		
Trade and other debtors	13,470	8,182
Less: Allowance for impairment loss	<u>(303)</u>	<u>(125)</u>
	13,167	8,057
GST input tax credits receivable	1,154	2,569
Annual leave reimbursements	5,376	1,882
Long service leave reimbursements	<u>4,155</u>	<u>1,726</u>
<b>Total</b>	<u>23,852</u>	<u>14,234</u>
	2019 \$'000	2018 \$'000
<b>Non Current</b>		
Departmental appropriation adjustments	<u>4,202</u>	<u>3,850</u>
<b>Total</b>	<u>4,202</u>	<u>3,850</u>

### Accounting Policy - Receivables

Trade and other debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is required within 30 days from invoice date. The collectability of receivables is assessed periodically with provision being made for impairment.

### Disclosure - Credit risk of receivables

The majority of the department's receivables are from the State Government agencies or Australian Government agencies who are expected to have an insignificant, and therefore immaterial, level of credit risk exposure. No loss allowance is recorded for these receivables on the basis of materiality.

## C3 Non-Current Assets Held for Sale

	2019 \$'000	2018 \$'000
Land	180	-
Buildings	<u>188</u>	-
<b>Total</b>	<u>368</u>	-

### Accounting Policy - Non-Current Assets Held for Sale

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, for which their sale is highly probable within the next 12 months.

Under AASB 5 *Non-Current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

### C3 Non-Current Assets Held for Sale (continued)

#### Disclosures about non-current assets held for sale

The department is selling land and buildings at one site due to the long term tenant seeking to purchase them. The *Queensland Government Land Transaction Policy* allows for in-priority sales to long term sitting tenants. The sale was approved to provide the tenant with security of tenure and safeguard future service delivery from the site.

### C4 Property, Plant and Equipment

#### C4-1 Closing Balances and Reconciliations of Carrying Amount

	2019 \$'000	2018 \$'000
<b>Property, Plant and Equipment Reconciliation at 30 June 2019</b>		
<b>Land</b>		
At fair value	<u>81,998</u>	<u>77,200</u>
	<b>81,998</b>	<b>77,200</b>
<b>Buildings</b>		
At fair value	224,047	216,609
Less accumulated depreciation	<u>(43,903)</u>	<u>(40,219)</u>
	<b>180,144</b>	<b>176,390</b>
<b>Plant and equipment</b>		
At cost	19,788	20,148
Less accumulated depreciation	<u>(17,131)</u>	<u>(16,779)</u>
	<b>2,657</b>	<b>3,369</b>
<b>Capital works in progress</b>		
At cost	<u>11,646</u>	<u>4,660</u>
	<b>11,646</b>	<b>4,660</b>
<b>Total</b>	<u><b>276,445</b></u>	<u><b>261,619</b></u>



## C4 Property, Plant and Equipment (continued)

### C4-1 Closing Balances and Reconciliations of Carrying Amount (continued)

Represented by Movements in Carrying Amount:	Plant and			Capital	Total
	Land	Buildings	equipment	works in	
	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2017	85,168	188,504	23,303	8,189	305,164
Acquisitions (including upgrades)	-	3,299	317	6,999	10,615
Disposals	-	(58)	-	-	(58)
Transfers out to other Queensland Government entities	(9,183)	(24,474)	(14,079)	(2,079)	(49,815)
Transfers between asset classes	13	10,015	(442)	(8,449)	1,137
Net revaluation increments/(decrements) in operating surplus	1,202	2,792	-	-	3,994
Depreciation	-	(3,688)	(5,730)	-	(9,418)
Carrying amount at 30 June 2018	<u>77,200</u>	<u>176,390</u>	<u>3,369</u>	<u>4,660</u>	<u>261,619</u>
Carrying amount at 1 July 2018	77,200	176,390	3,369	4,660	261,619
Disposals	-	-	(41)	-	(41)
Acquisitions (including upgrades)	1,623	-	-	16,524	18,147
Transfers in from other Queensland Government entities	1,130	600	-	-	1,730
Transfers out to other Queensland Government entities	-	(4,682)	(46)	-	(4,728)
Donations received	1,625	1,444	-	-	3,069
Assets reclassified as held for sale	(180)	(188)	-	-	(368)
Transfers between asset classes	442	7,913	628	(9,538)	(555)
Net revaluation increments/(decrements) in operating surplus	158	2,358	-	-	2,516
Depreciation	-	(3,691)	(1,253)	-	(4,944)
Carrying amount at 30 June 2019	<u>81,998</u>	<u>180,144</u>	<u>2,657</u>	<u>11,646</u>	<u>276,445</u>

### C4-2 Recognition and Acquisition

#### Accounting Policy - Recognition

#### Basis of Capitalisation and Recognition Thresholds

Items of property, plant and equipment with a historical cost or other value equal to or in excess of the following thresholds are recognised as assets for financial reporting purposes in the year of acquisition:

Buildings (including land improvements)	\$10,000
Land	\$1
Plant and equipment	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Expenditure on property, plant and equipment is capitalised where it is probable that it will increase the service potential or useful life of the existing asset. Maintenance expenditure that merely restores original service potential (lost through ordinary wear and tear) is expensed.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

## **C4 Property, Plant and Equipment (continued)**

### **C4-2 Recognition and Acquisition (continued)**

#### **Accounting Policy - Cost of Acquisition**

Historical cost is used for the initial recording of all property, plant and equipment acquisitions. Historical cost is determined as the value given as consideration and costs incidental to the acquisition (such as architect's fees and engineering design fees), plus all other costs incurred in getting the assets ready for use.

Where assets are received free of charge from another Queensland Government entity, whether as a result of a Machinery-of-Government change, or other involuntary transfer, the acquisition is recognised as the carrying amount in the books of the other entity immediately prior to the transfer.

### **C4-3 Measurement Using Historical Cost**

#### **Accounting Policy**

Plant and equipment is measured at historical cost in accordance with the Queensland Treasury's Non-Current Asset Policies (NCAP) for the Queensland Public Sector. The carrying amounts for such plant and equipment is not materially different from their fair value.

### **C4-4 Measurement Using Fair Value**

#### **Accounting Policy**

Land and buildings are measured at fair value as required by Queensland Treasury's NCAP for the Queensland Public Sector. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses where applicable (refer to Note C4-1).

The cost of items acquired during the financial year have been judged by management to materially represent their fair value at the end of the reporting period.

Land and buildings are revalued on an annual basis either by appraisals undertaken by an independent professional valuer or by the use of appropriate and relevant indices.

#### **Use of Specific Appraisals**

Revaluations using independent professional valuers are undertaken annually. However, if a particular asset class experiences significant and volatile changes in fair value, the class is subject to specific appraisal in the reporting period, where practicable, regardless of the timing of the last specific appraisal.

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs. Materiality is considered in determining whether the difference between the carrying amount and the fair value of an asset is material (in which case revaluation is warranted). The department is required to perform a comprehensive revaluation of its land and buildings once every five years.

#### **Use of Indices**

A revaluation of the department's land and building assets was undertaken by independent professional valuers, Australian Pacific Valuers (APV) in 2018-19. Indexations sourced from APV have been applied to these assets in 2018-19 (refer to Note C4-6).

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. APV supplies the indices and provides assurance of their robustness, validity and appropriateness for application to the relevant assets. Management assesses and confirms the relevance and suitability of indices provided by APV based on the department's own particular circumstances.

## C4 Property, Plant and Equipment (continued)

### C4-4 Measurement Using Fair Value (continued)

#### Accounting for Changes in Fair Value

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount of an asset on revaluation is charged as an expense, to the extent it exceeds the balance if any, in the revaluation surplus relating to the asset class.

The department depleted its asset revaluation reserve in the 2011-12 financial year and a \$201.000M revaluation decrement was recognised. The decrement was due to the revaluation of rental housing stock at fair value prior to the asset transfer to the Department of Housing and Public Works. The fair value of the housing stock was significantly lower than the book value due to economic factors impacting on the property market at that time.

In accordance with accounting standards, the revaluation increment on the department's land and buildings in 2018-19 has been recognised as revenue in the Income Statement, as a reversal of the revaluation decrement.

As at 30 June 2019, the carrying amount of the asset revaluation decrements were \$74.786M (2017-18: \$74.943M) for land and \$79.322M (2017-18: \$81.690M) for buildings.

### C4-5 Depreciation Expense

#### Accounting Policy

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less any estimated residual value, progressively over its estimated useful life to the department. The remaining useful lives of buildings, plant and equipment are reviewed annually.

Land is not depreciated as it has an unlimited useful life.

Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the department.

Assets under construction (work-in-progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is the earlier. These assets are then reclassified to the relevant class within property, plant and equipment.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is probable.

The transition to the NDIS was considered when assessing the remaining useful lives of the department's improvement on leasehold assets.

For the department's depreciable assets, the estimated amount to be received on the disposal at the end of their useful life (residual value) is determined to be zero.

#### Depreciation Rates

Key Estimates: Depreciation rates for each class of depreciable asset (including significant identifiable components):

Asset	Range of Useful Life	Average Useful Life
Buildings	5 - 165 years	65.46 years
Plant and Equipment	4 - 18 years	9.47 years

## C4 Property, Plant and Equipment (continued)

### C4-6 Fair Value Measurement

#### Fair Value Measurement Hierarchy

All assets of the department for which fair value is measured are categorised within the following fair value hierarchy:

- level 1 - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- level 2 - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- level 3 - represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets or liabilities are eligible for categorisation into level 1 of the fair value hierarchy.

#### Categorisation of Assets Measured at Fair Value

	Level 2		Level 3		Total Carrying Amount	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Land	78,011	73,937	3,987	3,263	81,998	77,200
Buildings	14,632	13,235	165,512	163,155	180,144	176,390

#### Level 3 Fair Value Measurement - Reconciliation

	Land		Buildings	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Carrying amount at 1 July	3,263	3,305	163,155	174,119
Acquisitions (including upgrades)	732	-	-	3,297
Transfers out to other Queensland Government entities	-	-	(4,682)	(22,731)
Assets reclassified as held for sale	-	(10)	(188)	-
Transfers between asset classes	-	(14)	7,389	9,781
Transfers into level 3 from level 2	-	-	1,206	-
Net revaluation increments/ (decrements) in operating surplus	(8)	(18)	3,102	1,975
Depreciation	-	-	(4,470)	(3,286)
Carrying amount at 30 June	<b>3,987</b>	3,263	<b>165,512</b>	163,155

#### Basis for Fair Value Measurement of Land and Buildings

The department's land and buildings were comprehensively revalued by independent professional valuers, APV, in 2015-16 and 2016-17. Indexations sourced from APV have been applied to these assets in the current and previous reporting periods. Indices applied in 2018-19 were estimated based on price movements of recent actual costs, contract data for similar structures, cost guides, other relevant publications such as Rawlinson's rates for building and construction and APV's internal market research and costings. The effective date of the valuation is 31 March 2019. Management have confirmed there has been no significant shift in the values since then.

## C5 Intangibles

### C5-1 Closing Balances and Reconciliations of Carrying Amount

	2019 \$'000	2018 \$'000
<b>Intangible Assets Reconciliation at 30 June 2019</b>		
<b>Internally Generated</b>		
Software - internally generated (at cost)	45,889	43,366
Less accumulated amortisation	<u>(43,333)</u>	<u>(39,944)</u>
	<b>2,556</b>	<b>3,422</b>
<b>Works in progress</b>		
Software - work in progress (at cost)	-	1,935
	<u>-</u>	<u>1,935</u>
<b>Total</b>	<b>2,556</b>	<b>5,357</b>

	Software purchased \$'000	Software internally generated \$'000	Software works in progress \$'000	Total \$'000
<b>Represented by Movements in Carrying Amount:</b>				
Carrying amount at 1 July 2017	640	26,443	4,626	31,709
Acquisitions	-	-	2,525	2,525
Transfers between classes	-	1,934	(1,934)	-
Transfers out to other Queensland Government entities	(431)	(16,830)	(3,281)	(20,543)
Amortisation	(209)	(8,125)	-	(8,334)
Carrying amount at 30 June 2018	<u>-</u>	<u>3,422</u>	<u>1,936</u>	<u>5,357</u>
Carrying amount at 1 July 2018	-	3,422	1,935	5,357
Acquisitions	-	-	588	588
Transfers between classes	-	2,523	(2,523)	-
Amortisation	-	(3,389)	-	(3,389)
Carrying amount at 30 June 2019	<u>-</u>	<u>2,556</u>	<u>-</u>	<u>2,556</u>

### C5-2 Recognition and Measurement

#### Accounting Policy

Intangible assets of the department comprise internally developed software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

There is no active market for any of the department's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

## C5 Intangibles (continued)

### C5-3 Amortisation Expense

All intangible assets of the department have finite useful lives and are amortised on a straight line basis over their estimated useful life to the department. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible's useful life. The residual value of all the department's intangible assets is nil.

For each class of intangible asset the following amortisation useful lives are used:

Asset	Range of Useful Life	Average Useful Life
Software Internally Generated	5 - 12 years	8.54 years

## C6 Payables

	2019 \$'000	2018 \$'000
<b>Current</b>		
Trade creditors and accruals	11,094	16,071
Grants and subsidies payable	2,412	213
Deferred appropriation payable to Consolidated Fund	17,049	29,910
Other	(407)	90
<b>Total</b>	<b>30,148</b>	<b>46,284</b>
	2019 \$'000	2018 \$'000
<b>Non-Current</b>		
Deferred operating lease rent	4,202	3,850
<b>Total</b>	<b>4,202</b>	<b>3,850</b>

### Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase or contract price, gross of applicable trade and other discounts. Amounts owing are unsecured.

## C7 Accrued Employee Benefits

	2019 \$'000	2018 \$'000
Salaries and wages payable	18,518	5,629
Annual leave levy payable	4,193	2,810
Long service leave levy payable	986	1,124
<b>Total</b>	<b>23,697</b>	<b>9,563</b>

### Accounting Policy - Accrued Employee Benefits

No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held on a Whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

### C8 Other Current Liabilities

	2019 \$'000	2018 \$'000
<b>Current</b>		
Unearned revenue	<u>13,009</u>	<u>497</u>

#### Accounting Policy - Unearned Revenue

Other liabilities are recognised in accordance with contract terms. Unearned revenue is recognised by identifying the portion of up-front payment unearned as at 30 June. Refer to Note D4 for further information.

## C9 Equity

### C9-1 Contributed Equity

#### Accounting Interpretation

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising contributed equity by the department. The following items are recognised as contributed equity by the department during the reporting and comparative years:

- Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of Machinery-of-Government changes; and
- Appropriations for equity adjustments (refer to Note C9-2 Appropriations Recognised in Equity).

#### 2019 Movement in Contributed Equity

Asset Class Description	Asset Description	\$'000	Transferring Department	Transfer In/Out
	The Oasis, Land - Oonoonba. Transfer is for the proposed Townsville Community Centre for veterans.	1,050	Economic Development Queensland	In
Land				
	The Oasis, Buildings - Oonoonba. Transfer is for the proposed Townsville Community Centre for veterans.	600	Economic Development Queensland	In
Buildings				
	Moranbah Neighbourhood Centre - Moranbah. Transfer is for the proposed Moranbah Youth and Community Centre.	80	Economic Development Queensland	In
Land				
	<b>Total</b>	<b>1,730</b>		

Asset Class Description	Asset Description	\$'000	Receiving Department	Transfer In/Out
	West Mackay Community Centre - Mackay. Transfer is in relation to the suitability of ownership as a result of Machinery-of-Government changes and service delivery funding.	(2,546)	Department of Child Safety, Youth and Women	Out
Buildings				
	Lockhart River Neighbourhood Centre. Transfer is part of the implementation of the State Government's commitments in relation to stores in remote Aboriginal communities.	(2,136)	Department of Aboriginal and Torres Strait Islander Partnerships	Out
Buildings				
	Transfer is for the Schoolies office accommodation fitout at Surfers Paradise to align with transfer of the responsibility to DCSYW.	(46)	Department of Child Safety, Youth and Women	Out
Plant & equipment				
	<b>Total</b>	<b>(4,728)</b>		
	<b>Total Movement in Contributed Equity</b>	<b>(2,998)</b>		



## C9 Equity (continued)

### C9-2 Appropriations Recognised in Equity

	2019 \$'000	2018 \$'000
<b>Reconciliation of Payments from Consolidated Fund to Equity Adjustment</b>		
Budgeted equity adjustment appropriation	(7,150)	(24,319)
Transfers from/to other departments - Redistribution of public business	760	16,409
Lapsed equity adjustment	-	(37,063)
<b>Equity Adjustment Receipts (Payments)</b>	<b>(6,390)</b>	<b>(44,973)</b>
Less: Opening balance of equity adjustment receivable	-	(956)
Plus: Closing balance of equity adjustment receivable	2,306	-
<b>Equity Adjustment Recognised in Contributed Equity</b>	<b>(4,084)</b>	<b>(45,929)</b>

## D1 Financial Risk Disclosures

### D1-1 Financial Instrument Categories

Financial assets and liabilities are recognised in the Balance Sheet when the department becomes party to the contractual provisions of the financial instrument.

The department has the following categories of financial assets and financial liabilities:

	Note	2019 \$'000	2018 \$'000
<b>Financial Assets</b>			
Cash and cash equivalents	C1	83,208	87,242
Current Receivables	C2	23,852	14,234
Non-current Receivables		4,202	3,850
<b>Total</b>		<b>111,262</b>	<b>105,326</b>
<b>Financial Liabilities</b>			
Payables	C6	30,148	46,284
<b>Total</b>		<b>30,148</b>	<b>46,284</b>

### D1-2 Financial Risk Management

Financial risk management is implemented pursuant to State Government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed under policies approved by the department. The department provides written principles for overall risk management, as well as policies covering specific areas.

The department measures risk exposure using a variety of methods as follows:

<b>Risk Exposure</b>	<b>Measurement Method</b>
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate sensitivity analysis

There are no material liquidity, market and credit risks for the department. A sensitivity analysis has not been undertaken for the interest rate risk of the department as it has been determined that the possible impact on income from fluctuations in interest rates is immaterial.

## D2 Contingencies

### D2-1 Native Title Claims over Departmental Assets

As at reporting date, a native title claim exists on departmental land with buildings and site improvements totalling \$1.888M. At the reporting date it is not possible to make an estimate of any probable outcome of this claim, or any financial effects.

## D3 Commitments

### D3-1 Non-Cancellable Operating Lease Commitments

Commitments under operating leases at reporting date (inclusive of non-recoverable GST input tax credits) are payable as follows:

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Payable</b>								
Operating Lease	11,066	13,755	42,183	37,251	38,933	43,709	92,182	94,715
<b>Total</b>	<b>11,066</b>	<b>13,755</b>	<b>42,183</b>	<b>37,251</b>	<b>38,933</b>	<b>43,709</b>	<b>92,182</b>	<b>94,715</b>

The department has lease agreements where, upon cessation of the tenancy, it is required to return the office space to the condition it was in before it was leased (this is referred to as 'make good'). These obligations are recognised as provisions. Provisions for make good obligations on leases expected to expire in the next 12 months are classified as current liabilities. All other provisions are considered non-current liabilities. The value of the non-current provision has not been adjusted for the time value of money as it is considered immaterial.

Lease commitments have been adjusted due to the recognition of the deferred lease rent liability in 2018-19 for the department's material operating leases.

The department has progressively converted leases to short term tenures to align with the programmed roll out of NDIS. The department has developed a high level strategy for each tenancy impacted by NDIS to minimise the department's lease commitments over the final years. The success of these strategies will be dependant on other factors such as local property markets and the location of tenancies (e.g. rural and regional areas, industrial areas).

### D3 Commitments (continued)

#### D3-2 Capital Expenditure Commitments

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Payable</b>								
Land and buildings	1,946	8,463	-	2	-	-	1,946	8,466
Intangibles	-	469	-	-	-	-	-	469
<b>Total</b>	<b>1,946</b>	<b>8,932</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>1,946</b>	<b>8,935</b>

#### D3-3 Grants and Subsidies Commitments

Commitments for grants and subsidies at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Payable</b>								
Disability Services	-	16,934	-	-	-	-	-	16,934
Community Services	2,275	1,143	1,619	1,353	-	-	3,894	2,496
Community Care	610	-	1,220	-	-	-	1,830	-
Seniors Services	212	85	319	-	-	-	531	85
Discontinued Services*	-	2,033	-	2,405	-	-	-	4,438
<b>Total</b>	<b>3,097</b>	<b>20,195</b>	<b>3,158</b>	<b>3,758</b>	<b>-</b>	<b>-</b>	<b>6,255</b>	<b>23,953</b>

\* Discontinued Services are for Child and Family Services and Multicultural Affairs which were discontinued by the department due to the Machinery-of-Government changes in the 2017-18 year.

Department of Communities, Disability Services and Seniors  
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### D3 Commitments (continued)

#### D3-4 Service Procurement Commitments

Commitments for service procurement at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	No later than one year		Later than one year and not later than five years		Longer than five years		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Payable</b>								
Disability Services	10,047	687,623	20,095	-	-	-	30,142	687,623
Community Services	35,587	23,333	58,988	29,303	-	-	94,575	52,636
Community Care	36,291	142,196	37,180	-	-	-	73,471	142,196
Seniors Services	8,615	3,769	9,755	144	-	-	18,370	3,913
<b>Total</b>	<b>90,540</b>	<b>856,921</b>	<b>126,018</b>	<b>29,447</b>	-	-	<b>216,558</b>	<b>886,368</b>

Service procurement and grant commitments for disability services and Community Care reflect current contracts and agreements with non-government organisations and individuals for the provision of services. These commitments will reduce as services transition under the NDIS rollout.

#### D3-5 Redundancy Packages and Transfer Payments

The majority of redundancy payments relate to the endorsed NDIS Incentive Scheme. The department has offered interested employees a voluntary redundancy package under the endorsed NDIS Incentive Scheme with a termination date that meets the department's business continuity needs.

In 2018-19, 477 employees took a voluntary redundancy at a cost of \$30.941M. In 2017-18, 184 employees took a voluntary redundancy at a cost of \$11.976M. At 30 June 2019, a further 17 employees accepted voluntary redundancy agreements at an estimated cost of \$1.512M. These agreements are subject to the employees completing their term of employment until the agreed separation date in 2019-20. This amount has been provided for in the 2018-19 financial statements.

In addition, 13 employees transferred to the NDIA in 2018-19 under the first offer of employment arrangement covered by the NDIS Incentive Scheme at a cost of \$0.260M. This cost includes an incentive payment and the payment or transfer of accrued leave entitlements.

The costs incurred by the department under the NDIS Incentive Scheme are reimbursed by Queensland Treasury on validation of claims.

### D4 Future Impact of Accounting Standards Not Yet Effective

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued with future effective dates are set out below:

#### AASB 1058 *Income of Not-for-Profit Entities* and AASB 15 *Revenue from Contracts with Customers*

These standards will first apply to the department for its financial statements for 2019-20. The department has reviewed the impact of AASB 15 and AASB 1058 and identified the following impacts (or estimated impact where indicated) of adoption of the new standards:

## D4 Future Impact of Accounting Standards Not Yet Effective (continued)

### Special Purpose Capital Grants

Under AASB 1058, special purpose grants received to construct non-financial assets controlled by the department will be recognised as a liability, and subsequently recognised progressively as revenue as the department satisfies its performance obligations under the grant. At present, such grants are recognised as revenue upfront.

The department has received one such contribution directly from the Department of Housing and Public Works for construction of a new asset in the 2019-20 financial year. At 30 June 2019, the full amount of \$0.200M was recognised in revenue in accordance with AASB 1004 *Contributions*. This amount will not be reclassified on the 1 July 2019 transition date, as there is no enforceable agreement attached to this funding, which would require the amount to be deferred under AASB 1058.

### Capital Appropriation Funding

Amounts for capital works received by the department via equity appropriation from Queensland Treasury will continue to be recognised on receipt of the appropriation. There is no impact on unearned revenue or revenue recognition for these amounts.

### Deferred Grant Revenue

Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. The department receives several grants from the Commonwealth Government for which there are no sufficiently specific performance obligations. The total of these grants in the 2018-19 year were \$10.730M and they are expected to continue being recognised as revenue upfront in 2019-20 and beyond assuming no change to the current grant arrangements.

The department has also received grants for Continuity of Support (CoS) funding from the Commonwealth's Department of Health so that the department can deliver high quality of care and support to clients in the 2018-19 to 2019-20 financial years. These grants have been identified as having sufficiently specific performance obligations under enforceable grant agreements. For the year ended 30 June 2019, grant monies totalling \$11.060M for these agreements were recognised in revenue with an amount of \$13.009M being recognised as unearned revenue (refer to C8) as this is directly attributable to supporting clients in the 2019-20 financial year.

At the 1 July 2019 transitional date to AASB 15, the department intends to recognise the \$13.009M as unearned revenue. This approach will result in a nil aggregate impact on transition to AASB 15.

All remaining grants of the department are expected to be recognised on receipt under AASB 1058.

### **AASB 16 Leases**

This standard will first apply to the department from its financial statements for 2019-20. When applied, the standard supersedes AASB 117 *Leases*, AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*, AASB Interpretation 115 *Operating Leases - Incentives* and AASB Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

### Impact for lessees

Under AASB 16, the majority of operating leases (as defined by the current AASB 117 and shown at Note D3-1) will be reported on the balance sheet as right-of-use assets and lease liabilities.

The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a depreciation expense.

The lease liability will be initially recognised at an amount equal to the present value of the lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the income statement. They will be apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. The finance cost will also be recognised as an expense.

#### D4 Future Impact of Accounting Standards Not Yet Effective (continued)

AASB 16 allows a 'cumulative approach' rather than a full retrospective application to recognising existing operating leases. In accordance with Queensland Treasury's policy, the department will apply the 'cumulative approach' and will not need to restate comparative information. Instead, the cumulative effect of applying the standard is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application.

##### Outcome of review as lessee

The department has completed its review of the impact of adoption of AASB 16 on the Balance Sheet and Income Statement and has identified the following major impacts which are outlined below.

During the 2018-19 financial year, the department held operating leases under AASB 117 from the Department of Housing and Public Works (DHPW) for non-specialised, commercial office accommodation through the Queensland Government Accommodation Office (QGAO) and residential accommodation through the Government Employee Housing (GEH) program. Lease payments under these arrangements totalled \$15.030M p.a. The department has been advised by Queensland Treasury and DHPW that, effective from 1 July 2019, amendments to the framework agreements that govern QGAO and GEH will result in the above arrangements being exempt from lease accounting under AASB 16. This is due to DHPW having substantive substitution rights over the non-specialised, commercial office accommodation and residential premises assets used within these arrangements. From 2019-20 onwards, costs for these services will continue to be expensed as supplies and service expense when incurred.

The department has also been advised by Queensland Treasury and DHPW that, effective 1 July 2019, motor vehicles provided under DHPW's QFleet program will be exempt from lease accounting under AASB 16. This is due to DHPW holding substantive substitution rights for vehicles under the scheme. From 2019-20 onward, costs for these services will continue to be expensed as supplies and services when incurred. Existing QFleet leases were not previously included as part of non-cancellable operating lease commitments.

The department has quantified the transitional impact on the Balance Sheet and Income Statement of all qualifying lease arrangements that will be recognised on-Balance Sheet, under AASB 16 as follows.

- Balance Sheet impact on 1 July 2019:
  - \$0.103M increase in lease liabilities;
  - \$0.103M increase in right-of-use assets;
  - nil impact to opening accumulated surplus
- Income Statement impact expected for the 2019-20 financial year, as compared to 2018-19:
  - \$0.052M increase in depreciation and amortisation expense;
  - \$0.001M increase in interest expense;
  - \$0.052M decrease in supplies and services expense;
  - This results in a net increase of \$0.001M in total expenses

#### E1 Budgetary Reporting Disclosures

##### E1-1 Explanation of Major Variances – Income Statement

###### *Appropriation revenue*

Appropriation revenue was \$128.365M (15.1%) greater than budget of \$850.125M largely due to re-appropriation of funding from the administered ledger, originally allocated as part of the Bilateral Agreement between the Commonwealth and Queensland to support transition to the NDIS, required as a result of the slower than anticipated transition of specialist disability services' clients to the NDIS to cover increased departmental costs and higher related incentive payments.

## **E1 Budgetary Reporting Disclosures (continued)**

### **E1-1 Explanation of Major Variances – Income Statement (continued)**

#### ***Grants and other contributions***

Grants and other contributions was \$24.447M greater than budget of \$1.148M due to funding received from the Commonwealth Department of Health for CoS for clients aged over 65 in accommodation support services and the NDIA as part of the Community Inclusion and Capacity Development program.

#### ***Other revenue***

Other revenue was \$20.802M greater than budget of \$1.500M largely due to recognition of refunds following acquittal by providers and financial review of payments and receipts under portability agreements.

#### ***Employee expenses***

Employee expenses were \$28.265M (12.4%) greater than budget of \$228.722M due to NDIS related redundancy payments and staffing to support the slower than anticipated transition of specialist disability services' clients to the NDIS.

#### ***Supplies and services***

Supplies and services were \$82.532M (13.4%) greater than budget of \$618.042M largely due to increased outsourced service delivery to support the slower than anticipated transition of specialist disability services' clients to the NDIS, increased Commonwealth Government CoS funding for clients aged over 65 in accommodation support services and the NDIA as part of the Community Inclusion and Capacity Development program, and increased administration of Gambling Help services.

#### ***Grants and subsidies***

Grants and subsidies were \$17.975M greater than budget of \$8.091M mainly due the slower than anticipated transition of clients to the NDIS resulting in continuation of payments to non-government organisations (NGO's) providing continuity of support to clients.

#### ***Other expenses***

Other expenses were \$30.950M greater than budget of \$2.700M mainly due to to the deferred appropriation adjustments of \$32.530M at year end for unspent funds.

### **E1-2 Explanation of Major Variances – Balance Sheet**

#### ***Cash and cash equivalents***

The increase in cash and cash equivalents of \$62.477M is higher than budget of \$20.731M mainly due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, and increased cash receipts from revenue sources (appropriation revenue, user charges and fees, grants and other contributions) exceeding outlays for expenses paid.

#### ***Receivables (current)***

The increase in current receivables of \$7.570M compared to budget of \$16.282M is mainly due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, and recognition of departmental appropriation adjustments and leave reimbursements as at financial year end.

#### ***Payables (current)***

Current payables were \$16.587M (122.3%) greater than budget of \$13.561M due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, and recognition of departmental appropriation payable as at financial year end.

## **E1 Budgetary Reporting Disclosures (continued)**

### **E1-2 Explanation of Major Variances – Balance Sheet (continued)**

#### ***Accrued employee benefits***

Accrued employee benefits were \$9.780M (70.3%) greater than budget of \$13.917M mainly due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, and accrual of NDIS related incentive payments for staff taking redundancies effective from 28 June 2019 but being payable in the 2019-20 financial year.

#### ***Other current liabilities***

Other current liabilities is \$12.952M greater than budget of \$0.057M is due to unearned revenue received at year end relating to programs to be delivered during the 2019-20 financial year including Community Inclusion and Capacity Development Program and CoS funding received from the Commonwealth Department of Health.

#### ***Payables (non-current)***

Non-current payables were \$1.035M (19.8%) lower than budget of \$5.237M due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, and recognition of deferred operating lease rentals.

#### ***Equity***

Actual balance of total equity at 30 June 2019 is \$32.638M (11.5%) greater than the budget of \$282.805M which is due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balances and a stronger net asset position due largely to increased cash receipts from revenue sources (appropriation revenue, user charges and fees, grants and other contributions) exceeding outlays for expenses paid.

### **E1-3 Explanation of Major Variances – Statement of Cash Flows**

#### ***Service appropriation receipts***

Service appropriation receipts were \$91.618M (10.9%) greater than budget of \$841.129M due to re-appropriation of funding from the administered ledger, originally allocated as part of the Bilateral Agreement between the Commonwealth and Queensland to support transition to the NDIS, required as a result of the slower than anticipated transition of specialist disability services' clients to the NDIS to cover increased departmental costs and higher related incentive payments.

#### ***GST inflows***

Actual total cash inflows of \$77.790M, compared to a nil budget, relate to receipt of GST input tax credits received from the ATO and collected from customers, which was classified and rolled up under the budget line item for 'Other Inflows'.

#### ***Other inflows***

Other operating inflows were \$256.744M lower than budget of \$281.374M due to GST receipts being classified and rolled up under the budget for 'Other Inflows' while the actual amounts are displayed under the relevant GST line item. In addition, the budget for GST receipts was distorted based on receipts previously attributed to the former Department of Communities, Child Safety and Disability Services existing prior to Machinery-of-Government changes and recognition of NDIS impacts.

#### ***Employee expenses***

Employee expenses were \$19.847M (8.7%) greater than budget of \$228.722M due to wages paid for redundancies and increased staffing to support the slower than anticipated transition of specialist disability services' clients to the NDIS.



## **E1 Budgetary Reporting Disclosures (continued)**

### **E1-3 Explanation of Major Variances – Statement of Cash Flows (continued)**

#### ***Supplies and Services***

Supplies and services were \$192.788M (21.5%) lower than budget of \$897.953M which is mainly due to GST payments to suppliers and the ATO being classified and rolled up under the budget for 'Supplies and Services' while the actual amounts are displayed under the relevant GST line item. In addition, the budget for GST payments was distorted based on receipts previously attributed to the former Department of Communities, Child Safety and Disability Services existing prior to machinery of government changes and recognition of NDIS impacts.

#### ***GST outflows***

Actual cash outflows of \$76.375M compared to a nil budget relate to GST paid to suppliers and remitted to the ATO which was classified and rolled up under the budget line item for 'Supplies and Services'.

**Department of Communities, Disability Services and Seniors  
Notes to the Financial Statements  
for the year ended 30 June 2019**

**F1 Key Management Personnel Disclosures**

**F1-1 Details of Key Management Personnel and Remuneration Expense**

The department's responsible Minister is the Honourable Coralee O'Rourke MP. The responsible Minister has been identified as part of the department's key management personnel (KMP), consistent with AASB 124 Related Party Disclosures.

The following details for non-Ministerial KMP reflect those departmental positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2018-2019 and 2017-2018. Further information about these positions can be found in the body of the Annual Report under the section relating to Executive Management.

The following disclosures focus on the expenses incurred by the department attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Income Statement. The remuneration expenses disclosed include the substantive KMP's remuneration expenses as well as remuneration earned while he/she has acted in another KMP position throughout the financial year on a short term basis. It does not include non-KMPs acting in the position less than six months.

**1 July 2018 - 30 June 2019**

Position Title	Short Term Employee Expenses		Other Employee Benefits		Total Expenses
	Monetary	Non-Monetary	Long Term Employee	Post-Employment Termination	
	Expenses \$'000	Benefits \$'000	Expenses \$'000	benefits \$'000	
Director-General	322	7	7	42	378
Deputy Director-General (Disability Services)	287	7	6	32	332
Deputy Director-General (Corporate Services)	253	7	5	27	292
Assistant Director-General (Strategic Policy and Legislation)	237	7	5	26	275
Assistant Director-General (Community Services State Wide)	245	7	5	26	283
Assistant Director-General (NDIS Program Management Office) - from 6 August 2018	221	7	4	23	255
Senior Executive Director (Accommodation Support and Respite Services and Forensic Disability Services)	232	7	5	26	270
Executive Director, Community Services and Seniors - from 3 May 2019	33	1	3	1	38
Chief Finance Officer	189	7	4	22	222
Chief Human Resources Officer	167	7	3	19	196

Department of Communities, Disability Services and Seniors  
Notes to the Financial Statements  
for the year ended 30 June 2019

**F1 Key Management Personnel Disclosures (continued)**

**F1-1 Details of Key Management Personnel and Remuneration Expense (continued)**

1 January 2018 - 30 June 2018

Position Title	Short Term Employee Expenses		Long Term Employee Expenses		Other Employee Benefits		Total Expenses
	Monetary Expenses	Non-Monetary Benefits	Monetary Expenses	Employee Expenses	Post-Employment Termination benefits	Expenses	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Director-General	177	4	4	3	19	-	203
Deputy Director-General (Disability Services)	143	4	4	3	17	-	167
Deputy Director-General (Corporate Services)	125	4	4	2	13	-	144
Assistant Director-General (Strategic Policy and Legislation)	114	4	4	2	13	-	133
Assistant Director-General (Community Services State Wide) - from 9 April 2018	58	4	4	1	3	-	66
Senior Executive Director (Accommodation Support and Respite Services and Forensic Disability Services) - from 2 April 2018	86	4	4	2	8	-	100
Chief Finance Officer	101	4	4	2	11	-	118
Chief Human Resources Officer	137	4	4	3	12	-	156

**F1 Key Management Personnel Disclosures (continued)**

**F1-1 Details of Key Management Personnel and Remuneration Expense (continued)**

1 July 2017 - 31 December 2017

Position Title	Short Term Employee Expenses		Other Employee Benefits			Total Expenses \$000
	Monetary Expenses \$000	Non-Monetary Benefits \$000	Long Term Employee Expenses \$000	Post-Employment Expenses \$000	Termination Benefits \$000	
Director-General	235	4	5	27	-	271
Deputy Director-General (Strategy, Engagement and Innovation)	130	4	3	14	-	151
Deputy Director-General (Disability Services and Seniors, and Northern Cluster Operations)	140	4	3	15	-	162
Deputy Director-General (Service Delivery and Practice)	117	4	2	12	-	135
Deputy Director-General (Corporate and Executive Services)	117	4	2	12	-	135
Chief Finance Officer	120	4	2	12	-	138
Chief Information Officer	109	4	2	11	-	126
Chief Human Resources Officer	93	4	2	9	-	108
Regional Executive Director	100	-	2	10	-	112
- Far North Queensland Region	101	-	2	11	-	114
- North Queensland Region	102	-	2	11	-	115
- Central Queensland Region	104	-	2	10	-	116
- North Coast Queensland Region	90	1	2	8	-	101
- Brisbane Region - Current: From 4 August 2017 (Acting)	29	1	-	2	198	230
- Brisbane Region - Former: To 3 August 2017 (Acting)	103	-	2	11	-	116
- South East Queensland Region	114	-	2	12	-	128
- South West Queensland Region - Current: From 1 July 2017 (Acting)						

## F1 Key Management Personnel Disclosures (continued)

### F1-2 Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the State Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole-of-Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. Individual remuneration and other terms of employment (including motor vehicle entitlements and performance payments if applicable) are specified in employment contracts.

Effective from 1 September 2017, remuneration packages of KMP increased by 2.5% in accordance with government policy.

Remuneration expenses for those KMP comprise the following components:

- Short term employee expenses including:
  - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee occupied a KMP position.
  - non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

### F1-3 Performance Payments

No remuneration packages for KMP provide for any performance or bonus payments.

## F2 Related Party Transactions

### F2-1 Transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from State Government for its services are appropriation revenue (refer Note B1-1 ) and equity injections (refer Note C9-2 ), both of which are provided in cash via Queensland Treasury.

The department's primary source of accommodation leases, motor vehicle leases and asset works and repairs are managed through the Department of Housing and Public Works and its controlled entities. Note B2-2 provides the relevant balance of transactions.

Department of Communities, Disability Services and Seniors  
Notes to the Financial Statements  
for the year ended 30 June 2019

## G1 Administered

### G1-1 Appropriation Revenue

	2019 \$'000	2018 \$'000
<b>Reconciliation of Payments from Consolidated Fund to Administered Appropriation Revenue Recognised in Operating Result</b>		
Budgeted appropriation revenue	1,925,198	891,501
Lapsed administered appropriation revenue	(318,216)	(143,797)
Transfers from departmental services	(92,378)	-
<b>Total Appropriation Receipts (cash)</b>	<b>1,514,604</b>	<b>747,704</b>
Plus: Opening balance of appropriation revenue payable	64,892	53,303
Less: Closing balance of appropriation revenue payable	(155,617)	-
<b>Net Appropriation Revenue</b>	<b>1,423,879</b>	<b>801,007</b>
Plus: Deferred appropriation refundable to Consolidated Fund (expense)	155,617	-
<b>Administered Appropriation Revenue recognised in Income Statement*</b>	<b>1,579,496</b>	<b>801,007</b>

\* This appropriation revenue is provided in cash via Queensland Treasury and funds activities and expenses that the department administers on behalf of the State Government (refer to Note A1-8).

### G1-2 Supplies and Services

	2019 \$'000	2018 \$'000
Service procurement	319	-
Disaster recovery	24,648	6,037
<b>Total</b>	<b>24,967</b>	<b>6,037</b>

### G1-3 Grants and Subsidies

	2019 \$'000	2018 \$'000
Disaster Recovery - Personal hardship assistance scheme	35,676	3,517
Disaster Recovery - Grants	2,920	3,709
Grants - National Disability Insurance Agency	1,045,346	368,519
Concession - Asset ownership electricity dividend	100,031	98,759
Concession - Electricity	190,149	183,271
Concession - Rates	52,216	53,747
Concession - Water	17,264	17,846
Concession - Home Energy Emergency Assistance	8,072	7,868
Concession - Natural gas	2,454	2,399
Concession - Life Support	2,182	2,235
Concession - Medical cooling and heating electricity	1,548	1,467
<b>Total</b>	<b>1,457,858</b>	<b>743,337</b>

Department of Communities, Disability Services and Seniors  
Notes to the Financial Statements  
for the year ended 30 June 2019

**G1 Administered (continued)**

**G1-4 Other Expenses**

	2019 \$'000	2018 \$'000
Departmental appropriation adjustments	155,617	64,892
<b>Total</b>	<b>155,617</b>	<b>64,892</b>

**G1-5 Receivables**

	2019 \$'000	2018 \$'000
<b>Current</b>		
GST input tax credits receivable	2,202	1,613
<b>Total</b>	<b>2,202</b>	<b>1,613</b>

**G1-6 Payables**

	2019 \$'000	2018 \$'000
<b>Current</b>		
Service concessions available	19,502	26,310
Appropriation revenue payable	155,617	64,892
Trade creditors and accruals	2,008	2
Grants and subsidies payable	152,391	37,422
Other	1	-
<b>Total</b>	<b>329,519</b>	<b>128,626</b>

**G1-7 Financial Instruments**

The department does not consider that there are any material financial management risks associated with the above financial assets and liabilities.

The department has the following categories of financial assets and financial liabilities:

	2019 \$'000	2018 \$'000
<b>Financial Assets</b>		
Cash and cash equivalents	256,300	111,158
Receivables	G1-5 2,202	1,613
<b>Total</b>	<b>258,502</b>	<b>112,771</b>
<b>Financial Liabilities</b>		
Payables	G1-6 329,519	128,626
<b>Total</b>	<b>329,519</b>	<b>128,626</b>

## **G1 Administered (continued)**

### **G1-8 Budgetary Reporting Disclosures**

#### ***(i) Explanation of Major Variances - Income Statement***

##### **Appropriation revenue**

Administered appropriation revenue was \$345.702M (18.0%) lower than budget of \$1,925.198M due to a re-appropriation of funding not required from the original allocation based on the Bilateral Agreement between the Commonwealth and Queensland to support transition to the NDIS, due to the slower than anticipated transition of clients into the scheme.

##### **Grants and Subsidies**

Grants and subsidies were \$471.613M (24.4%) lower than the budget of \$1,929.471M which is mainly due to reduced payments to the NDIA as a result of the slower than anticipated transition of clients into the NDIS.

##### **Other Expenses**

Other expenses of \$155.617M were recognised at year end for the deferred appropriation adjustments with this item not being budgeted for.

#### ***(ii) Explanation of Major Variances – Balance Sheet***

##### **Cash and cash equivalents**

Cash and cash equivalents were \$218.088M greater than budget of \$38.212M due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, and a timing difference between the receipt of contributions received from the Queensland Reconstruction Authority for natural disaster relief and recovery grants relative to the expenditure incurred.

##### **Payables**

Payables were \$278.413M greater than budget of \$51.106M mainly due to alignment with the 2017-18 audited closing balance updating the 2018-19 opening balance, recognition of departmental appropriation adjustments and monies owed to the NDIA as at financial year end.

##### **Equity**

Actual balance of total equity at 30 June 2019 is \$60.911M less than the negative budget of \$12.495M which is mainly due to reduced payments to the NDIA as a result of the slower than anticipated transition of clients into the NDIS leading to an increased operating result.



**Department of Communities, Disability Services and Seniors  
Management Certificate  
For the year ended 30 June 2019**

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**CERTIFICATE OF THE DEPARTMENT OF COMMUNITIES, DISABILITY SERVICES AND SENIORS**

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Communities, Disability Services and Seniors for the financial year ended 30 June 2019 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the department, acknowledges responsibility under s.8 and s.15 of the *Financial and Performance Management Standard 2009* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Narinder Singh ACMA CGMA CPA Bsc (Hons)

Chief Finance Officer

August 2019



Clare O'Connor BA MA

Director-General

August 2019

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Communities, Disability Services and Seniors

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of the Department of Communities, Disability Services and Seniors.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2019, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards.

The financial report comprises the balance sheet and statement of assets and liabilities by major departmental services as at 30 June 2019, the income statement, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental service for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

**Valuation of Specialised Buildings (\$165.512 million)**

Refer to notes C4-4 and C4-6 in the financial report.

Key audit matter	How my audit addressed the key audit matter
<p>The Department of Communities, Disability Services and Seniors building assets were valued using a market value approach where relevant and current replacement cost method where the market value approach could not be used. Buildings reported at current replacement cost represented 92% of the total building assets.</p> <p>The department's assets were valued on an annual basis according to the valuation methodology adopted for each category by comprehensively valuing the assets at regular intervals and applying indices in the years between comprehensive valuations.</p> <p>The department derived the gross replacement cost of its specialised buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> <li>• Identifying the components of buildings with separately identifiable replacement costs (known as unit categories)</li> <li>• Developing a unit rate for each of these components, including:               <ul style="list-style-type: none"> <li>○ Estimating the current cost for a modern substitute ( including locality factors and oncosts),expressed as a rate per unit</li> <li>○ Identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference</li> </ul> </li> <li>• Indexing unit rates for subsequent increases in input costs.</li> </ul>	<p>My procedures for the valuation of specialised buildings included, but were not limited to:</p> <ul style="list-style-type: none"> <li>• Obtaining an understanding of the methodology used and assessing its design, integrity and appropriateness using common industry practices.</li> <li>• Assessing the competence, capability and objectivity of the experts used by the department.</li> <li>• Reviewing the scope and instructions provided to the valuer, and obtaining an understanding of the methodology used and assessing its appropriateness with reference to common industry practices.</li> </ul> <p>For this year all specialised buildings were indexed. For these assets:</p> <ul style="list-style-type: none"> <li>• Evaluating the reasonableness of the indices used against other publicly available information about movements in values for replacement costs of similar assets</li> <li>• Recalculating the application of the indices to asset balances.</li> </ul>

**Responsibilities of the department for the financial report**

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2009 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

## **Auditor's responsibilities for the audit of the financial report**

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

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

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

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

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2019:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



30 August 2019

John Welsh  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane



# Appendices

# Appendix 1.

## Governance boards and committees

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### 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 oversaw 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 (QGCI)
- » Director, Enterprise Portfolio Management Office

### Meeting frequency

Bi-monthly, or as required by the chair

## Achievements in 2018–19

From July 2018 to June 2019, the committee:

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

## Queensland Social Cohesion Implementation Committee

### Description

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

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

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

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

### Membership

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

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

### Meeting frequency

Quarterly

### Achievements in 2018–19

From July 2018 to June 2019, the committee:

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



## Appendix 2. Our legislation

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

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

The statutory objectives for each Act are outlined below.

» *Carers (Recognition) Act 2008*

The objects of the Act are to:

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

» *Community Services Act 2007*

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

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

» *Disability Services Act 2006*

The objects of this Act are to:

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

» *Guide, Hearing and Assistance Dogs Act 2009*

The objects of this Act are to:

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

# Appendix 3. National partnership agreements

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## National Disability Insurance Scheme (NDIS) Full Scheme Bilateral Agreement

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

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

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

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

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

The NDIS is now available in all areas in Queensland.

## National Partnership on DisabilityCare Australia Fund (DCAF) Payments

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

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

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

Under this national partnership, Queensland can access \$1.95 billion in DCAF payments to 2023–24, including back pay of \$350 million in 2019–20 and \$488.6 million in 2020–21.

## **Transition to a National Disability Insurance Agency “National Health and Hospital Network – Specialist Disability Services for Over 65s”**

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

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

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

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

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

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

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

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

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

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

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

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

## Appendix 4. Government bodies

Queensland National Disability Insurance Scheme Transition Advisory Group (QTAG)					
<b>Act or instrument</b>	Not applicable				
<b>Functions</b>	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.				
<b>Achievements</b>	<p>Members have provided valuable strategic advice on issues such as:</p> <ul style="list-style-type: none"> <li>» strategies specific to Aboriginal and Torres Strait Islander peoples</li> <li>» non-government organisation sector workforce</li> <li>» participant and provider readiness</li> <li>» rural and remote strategies</li> <li>» interpreters for NDIS participants from culturally and linguistically diverse backgrounds</li> <li>» mental health services under the NDIS</li> <li>» transport</li> <li>» NDIS delays</li> <li>» mainstream interface issues</li> <li>» plan under-utilisation.</li> </ul>				
<b>Financial reporting</b>	Not applicable				
Remuneration: no meeting fees are provided					
<b>Position</b>	<b>Name</b>	<b>Meetings/sessions attendance</b>	<b>Approved annual, sessional or daily fee</b>	<b>Approved sub-committee fees if applicable</b>	<b>Actual fees received</b>
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
Member	Belinda Drew	6	N/A	N/A	N/A
Member	Peter Selwood	5	N/A	N/A	N/A
<b>No. scheduled meetings/ sessions</b>	6				
<b>Total out of pocket expenses</b>	\$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)

<b>Act or instrument</b>	<i>Carers (Recognition) Act 2008</i>				
<b>Functions</b>	<p>The functions of the council are to:</p> <ul style="list-style-type: none"> <li>» work to advance the interests of carers and promote compliance by public authorities with the carer charter</li> <li>» make recommendations to the Minister on enhancing compliance by public authorities with the carers charter</li> <li>» provide general advice to the Minister on matters relating to carers</li> <li>» carry out other functions as directed by the Minister.</li> </ul>				
<b>Achievements</b>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				
<b>Financial reporting</b>	Not applicable				
Remuneration as per below					
<b>Position</b>	<b>Name</b>	<b>Meetings / sessions attendance</b>	<b>Approved annual, sessional or daily fee</b>	<b>Approved sub-committee fees if applicable</b>	<b>Actual fees received</b>
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
<b>No. scheduled meetings/sessions</b>	2				
<b>Total out of pocket expenses</b>	\$900				

## Queensland Disability Advisory Council and regional disability advisory councils

<b>Act or instrument</b>	<i>Disability Services Act 2016</i> , sections 222 and 223
<b>Functions</b>	<p>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.</p> <p>Members were appointed to the councils for a three-year term through to June 2019 to coincide with Queensland’s transition to the NDIS.</p> <p>In 2018–19, council members had a specific focus on two key priorities:</p> <ul style="list-style-type: none"> <li>» supporting Queenslanders to prepare for and transition to the NDIS</li> <li>» promoting a socially inclusive Queensland and promoting the state disability plan All Abilities Queensland.</li> </ul> <p>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.</p> <p>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.</p> <p>At 30 June 2019, there were 65 disability advisory council members across the state.</p>



<p><b>Achievements</b></p>	<p>Each of the councils meets quarterly.</p> <p>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.</p> <p>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 <i>All Abilities Queensland: opportunities for all</i> and the National Disability Strategy.</p> <p>In 2018–19, members worked with their local councils to improve access and inclusion for people with disability in their communities.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p><b>Financial reporting</b></p>	<p>The transactions of the councils are accounted for in the department’s financial statements.</p>
<p><b>No. of scheduled meetings/sessions</b></p>	<p>During 2018–19, the Queensland Disability Advisory Council met four times for a total of eight days.</p> <p>Each of the seven regional councils met four times for a total of 24.5 days in 2018–19.</p> <p>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.</p>

### 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
<i>Chair</i>	Sharon Boyce	7.5	\$17,160 pa + \$520 daily	N/A	\$21,580
<i>Deputy Chair</i>	Anita Veivers	4	\$400 daily	N/A	\$2,200
<i>Member</i>	Bernard McNair	2	\$400 daily	N/A	\$1,000
<i>Member</i>	Paul Larcombe	3	\$400 daily	N/A	\$1,200
<i>Member</i>	Harry McConnell	1	\$400 daily	N/A	0
<i>Member</i>	Ken Parker	8	\$400 daily	N/A	\$4,000
<i>Member</i>	Barry Skinner	8	\$400 daily	N/A	\$3,260
<i>Member</i>	Peter Gurr	6	\$400 daily	N/A	\$2,000
<i>Member</i>	Pam Spelling	4	\$400 daily	N/A	\$1,600
<i>Member</i>	Laurence Bray	8	\$400 daily	N/A	\$3,200
<i>Member</i>	Semah Mokak-Wischki	8	\$400 daily	N/A	\$3,400
<i>Member</i>	Benjamin Keast (proxy for SW Region)	6	\$400 daily	N/A	\$3,000
<i>Member</i>	Simon Wright (proxy for FNQ Region)	5.5	\$400 daily	N/A	\$2,000
<i>Member</i>	Robert Hannaford (proxy for SE Region)	5	\$400 daily	N/A	\$2,000
<i>Member</i>	Liza Clews (proxy for NQ Region)	2	\$400 daily	N/A	\$1,000
<i>Member</i>	Gillian Costabeber (proxy for BNE Region)	4	\$400 daily	N/A	\$2,000
<b>Total actual fees paid:</b>					\$53,440
<b>Total out of pocket expenses:</b>					\$13,498.03
<b>Total number of scheduled meetings:</b>					4

## 2. 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
<i>Chair</i>	Anita Veivers	4	\$390 daily	N/A	\$975
<i>Member</i>	Arnold Budd	4	\$300 daily	N/A	\$750
<i>Member</i>	Benjamin Keast	4	\$300 daily	N/A	\$750
<i>Member</i>	Felicia Bowen	0	\$300 daily	N/A	0
<i>Member</i>	James Gegg	2	\$300 daily	N/A	\$300
<i>Member</i>	Peter Lenoy	4	\$300 daily	N/A	\$750
<i>Member</i>	Rosemary Iloste	2	\$300 daily	N/A	\$300
<i>Member</i>	Sandra Kelly	2	\$300 daily	N/A	\$600
<i>Member</i>	Sharon Carter	4	\$300 daily	N/A	\$750
<i>Member</i>	Sue Tomasich	0	\$300 daily	N/A	0
<b>Total actual fees paid:</b>					\$5,175
<b>Total out of pocket expenses:</b>					\$1,417.81
<b>Total number of scheduled meetings:</b>					4

## 3. 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
<i>Chair</i>	Bernard McNair	1	\$390 daily	N/A	\$390
<i>Member</i>	Anne Hodge	1	\$300 daily	N/A	\$300
<i>Member</i>	Liza Clews	3	\$300 daily	N/A	\$1,200
<i>Member</i>	Gillian Costabeber	4	\$300 daily	N/A	\$1,470
<i>Member</i>	Vicky Saunders	0	\$300 daily	N/A	0
<i>Member</i>	Carmel Dargan	2	\$300 daily	N/A	\$600
<i>Member</i>	Ann Greer	1	\$300 daily	N/A	0
<i>Member</i>	John Lovi	4	\$300 daily	N/A	\$1,800
<i>Member</i>	Debra King	0	\$300 daily	N/A	0
<i>Member</i>	Thomas Block	3	\$300 daily	N/A	\$900
<i>Guest Member</i>	Sonia Gilchrist	3	\$300 daily	N/A	\$600
<b>Total actual fees paid:</b>					\$7,260
<b>Total out of pocket expenses:</b>					\$15,285.75
<b>Total number of scheduled meetings:</b>					4

#### 4. 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
<i>Chair</i>	Ken Parker	3	\$390 daily	N/A	\$1,560
<i>Member</i>	Tracey Alexander	2	\$300 daily	N/A	\$750
<i>Member</i>	Shari Guinea	3	\$300 daily	N/A	\$1,050
<i>Member</i>	Michael Mahon	0	\$300 daily	N/A	0
<i>Member</i>	Helen Jarvis	2	\$300 daily	N/A	\$600
<b>Total actual fees paid:</b>					\$3,960
<b>Total out of pocket expenses:</b>					\$1,079.52
<b>Total number of scheduled meetings:</b>					4

#### 5. 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
<i>Chair</i>	Barry Skinner	3	\$390 daily	N/A	\$1,080
<i>Member</i>	Jennifer Buchanan	3	\$300 daily	N/A	0
<i>Member</i>	Kerrie Green	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Kay Maclean	4	\$300 daily	N/A	0
<i>Member</i>	Carol Thorne	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Leanne Walsh	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Matthew McCracken	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Sharon Bourke	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Darcy Cavanagh	0	\$300 daily	N/A	0
<i>Member</i>	John Weir	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Raelene Ensby	2	\$300 daily	N/A	\$600
<b>Total actual fees paid:</b>					\$8,880
<b>Total out of pocket expenses:</b>					\$983.89
<b>Total number of scheduled meetings:</b>					4

## 6. 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
<i>Chair</i>	Paul Larcombe	2	\$195 per half day sitting	N/A	\$390
<i>Member</i>	Simone Wright	3	\$180 per half day sitting	N/A	\$540
<i>Member</i>	Helene Frayne	2	\$150 per half day sitting	N/A	\$300
<i>Member</i>	Maria Hoogstrate	3	\$150 per half day sitting	N/A	\$450
<i>Member</i>	Michael DeLacey	1	\$300 daily	N/A	\$300
<i>Member</i>	Kathleen Ellem	1	\$150 per half day sitting	N/A	\$150
<i>Member</i>	John Mayo	2	\$150 per half day sitting	N/A	\$300
<i>Member</i>	Wendy Lovelace	4	\$150 per half day sitting	N/A	\$750
<i>Member</i>	Pamela Burgress	3	\$150 per half day sitting	N/A	\$450
<i>Member</i>	Cathy White	1	\$150 per half day sitting	N/A	\$150
<b>Total actual fees paid:</b>					\$3,780
<b>Total out of pocket expenses:</b>					\$706.67
<b>Total number of scheduled meetings:</b>					4

### 7. 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
<i>Chair</i>	Sharon Boyce	4	\$390 daily	N/A	\$1,560
<i>Member</i>	Kerrie Grice	1	\$300 daily	N/A	\$300
<i>Member</i>	Laura Scurr	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Peter Tully	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Lyndel Bunter	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Paul Devine	3	\$300 daily	N/A	\$900
<i>Member</i>	Therese Crisp	0	\$300 daily	N/A	0
<i>Member</i>	Paul Wilson	4	\$300 daily	N/A	\$1,200
<i>Member</i>	Sonja Gilchrist	1	\$300 daily	N/A	\$300
<i>Member</i>	Vicki Saunders	1	\$300 daily	N/A	\$300
<b>Total actual fees paid:</b>					\$8,160
<b>Total out of pocket expenses:</b>					\$1,648.38
<b>Total number of scheduled meetings:</b>					4

### 8. 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
<i>Chair</i>	Harry McConnell	3	\$390 daily	N/A	0
<i>Member</i>	Phia Damsma	3	\$300 daily	N/A	\$900
<i>Member</i>	Helen Steinhardt	1	\$300 daily	N/A	0
<i>Member</i>	Savannah Hunt	2	\$300 daily	N/A	\$600
<i>Member</i>	Josephine McMahon	3	\$300 daily	N/A	\$900
<i>Member</i>	Peter Rhodes	1	\$300 daily	N/A	0
<i>Member</i>	Christine Saunders	3	\$300 daily	N/A	\$900
<i>Member</i>	Robert Hannaford	3	\$300 daily	N/A	\$900
<i>Member</i>	Daniel Bedwell	2	\$300 daily	N/A	0
<i>Member</i>	Eva Hallum	0	\$300 daily	N/A	0
<b>Total actual fees paid:</b>					\$4,200
<b>Total out of pocket expenses:</b>					\$556.12
<b>Total number of scheduled meetings:</b>					3

# Appendix 5. Contact details

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## 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

# Appendix 6. Glossary

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## 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 its service objectives which contribute to its agency business direction. The service objectives are described in agency operational plans and the extent to which the outcomes meet the service objectives are measured using service standards.

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

### **Disability**

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

### **Effectiveness**

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

### **Efficiency**

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

### **Ethics principles**

See public sector ethics principles.

### **Evaluation**

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

### **External driver**

External drivers are factors outside of the government that are likely to influence it or impact on it in some way. These may include customer, stakeholder and community expectations and opinions, political commitments and cross-jurisdictional commitments, financial and/or environmental considerations.

## Fiscal principles

The Government's commitment to maintaining a strong fiscal position for the State, and ensuring the State's asset base supports the current and future service delivery needs.

## Governance

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

The *Financial and Performance Management Standard 2009* (s.7) describes 'Governance' as follows:

- » incorporates the cultural and operational aspects of a department or statutory body that are influenced by its actions and decisions; and
- » includes the concepts of openness, integrity and accountability; due care; and public defensibility; and
- » incorporates the ethics principles for public officials under the *Public Sector Ethics Act 1994*, section 4; and
- » includes establishing a performance management system, a risk management system and an internal control structure.

## Government commitments

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

## Government targets

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

## Government's objectives for the community

See objectives.

## Human Services Quality Framework

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

## Information

Any collection of data that is processed, analysed, interpreted, organised, classified or communicated in order to serve a useful purpose, present facts or represent knowledge in any medium or form. This includes presentation in electronic (digital), print, audio, video, image, graphical (infographic), cartographic, physical sample, textual or numerical form.

## Initiative

An introductory act or step; a leading action; projects, programs or a recommended course of action collated for analysis and possible incorporation into a forward work plan or portfolio for the organisation (as defined by the Queensland Government Chief Information Office Glossary of terms on the website at [www.qgcio.qld.gov.au/products/glossary](http://www.qgcio.qld.gov.au/products/glossary)). Also see project and program.

## Investment decision-making

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

## Machinery-of-Government (MoG) change

Changes to responsibilities of Ministers set out in Administrative Arrangements and/or changes to departmental functions and responsibilities made by the Premier and set out in Department Arrangement notices.

## Materiality

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

## Measure

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

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

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

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

Equity indicators may reflect equity of access — all Australians are expected to have appropriate access to services; and equity to outcome — all Australians are expected to achieve appropriate outcomes from service use (Report on Government Services, 2016, p. 1.14).



Input — measures the resources consumed in delivering a service, either as an absolute figure or as a percentage of total resources. Input measures demonstrate what it costs to deliver a service. Input measures can often be converted to efficiency measures by combining them with activity measures to show the unit cost of the activity. For example, number of inputs, resources, FTEs used to deliver a service.

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

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

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

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

## **National Disability Insurance Agency**

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

## **National Disability Insurance Scheme (NDIS)**

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

## **National Partnership Agreement**

National partnership agreements are agreements between the Commonwealth of Australia and state and territory governments. The agreements contain objectives, outcomes, outputs and performance indicators, and roles and responsibilities that will guide the delivery of services across relevant sectors.

## Non-government organisation

Community managed, not-for-profit organisations that receive government funding specifically for the purpose of providing community support services.

## Objectives

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

- » Agency objectives — should deliver the agency business direction and contribute to the Whole-of-Government direction, and collectively, agencies' objectives should deliver the Whole-of-Government direction.
- » Government's objectives for the community — the effects and impacts that the Government wishes to have on the community. The Government is required to prepare and table a statement of Government's broad objectives for the community, including details of arrangement for regular reporting to the community about the outcomes the Government has achieved against these objectives for the community (*Financial and Accountability Act 2009*, section 10).

## Objectives for the community

See objectives.

## Operational plan

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

## Operational risk

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

## Outcome

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

## Output

Products delivered as part of a service.

## Performance

A generic term referring to the execution, by an individual, agency or government, of duties, actions or activities for the achievement of stated objectives, which can be measured and reported.

### Performance audit

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

### Performance indicator

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

### Performance management

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

## Policy

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

### Portfolio Contact Officer (PCO)

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

## Program

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

### Program logic

A method to assist program design. It depicts the logic or pathways through which the programs process (inputs, activities and outputs) are intended to achieve the desired outcomes. Logic models can assist in understanding how the program is intended to work, what it is trying to achieve and why. Program logic is also commonly referred to as program theory or service logic.

## Project

A finite initiative to improve service delivery. Projects that require significant resources or involve major change should apply the processes to be found on the Queensland Government Chief Information Office website at: <https://qgcio.qld.gov.au/products/qgea-documents/547-business/2487-portfolio-program-and-project-management>.

## Project Assessment Framework (PAF)

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

## Portfolio, Project and Program Management

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

## Public Sector Ethics Principles

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

## Public service office

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

## Public service values

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

## Purpose (of the agency)

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

## Queensland Government Performance Management Framework (PMF)

The Queensland Government Performance Management Framework (PMF) is designed to improve the analysis and application of performance information to support accountability, inform policy development and implementation, and deliver value to stakeholders. The PMF ensures a clear line of sight between planning, measuring and monitoring performance and public reporting.

## **Residual risk**

Risk remaining after additional controls or treatments are taken into account.

## **Respite services**

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

## **Restrictive practices**

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

## **Risk**

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

## **Risk acceptance**

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

## **Risk analysis**

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

## **Risk appetite**

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

## **Risk assessment**

The overall process of risk identification, analysis and evaluation.

## **Risk avoidance**

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

## **Risk evaluation**

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

## **Risk management framework**

An agency's policies, procedures, systems and processes concerned with managing risk.

## **Risk management process**

The systemic application of management policies, procedures and practices to the tasks of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

## **Risk profile**

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

## **Risk rating**

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

## **Risk retention**

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

## **Risk tolerance**

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

## **Risk transfer**

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

## **Senior Executive (SE) Performance Agreement**

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

## **Services**

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

## **Service area**

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

## **Service delivery**

Services provided to customers by agencies. Service delivery is changed or improved through projects and programs.

## Service Delivery Statements (SDS)

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

## Service provider

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

## Service standard

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

## Social investment

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

## Stakeholder

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

## Standards of conduct

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

## State Budget

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

## State Budget submission

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

## Statistic

A value that has been produced from a data collection, such as a summary measure, an estimate or projection. Statistical information is data that has been organised to service a useful purpose.

## Statutory body

An entity established by legislation for a specific purpose, which can operate either inside or outside the general government sector.

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

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

## Strategic Plan

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

## Strategic risk

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

## Strategy

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

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

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

## Treasury Analyst (TA)

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

## Therapeutic support

Encompasses a range of services provided to vulnerable members of the community to assist them in their lives. This support is provided by government and non-government health and education providers.



## Value

The benefits received by customers, stakeholders, the community, or the agency from services. Value is determined by the perception of the usefulness and importance of the benefits, whether those benefits are received individually or on a communal basis, received as a member of the public, a member of the legislature or the public service.

## Value for money

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

## Variance

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

## Vision (of the agency)

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

## Whole-of-Government

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

## Whole-of-Government direction

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.

## Appendix 7. Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	3
Accessibility	Table of contents	ARRs – section 9.1	4
	Glossary		147
	Public availability	ARRs – section 9.2	2
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
	Information licensing	QGEA – <i>Information Licensing</i> ARRs – section 9.5	2
General information	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	9, 10, 11, 129 and 144
	Operating environment	ARRs – section 10.3	9
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	10
	Other Whole-of-Government plans/ specific initiatives	ARRs – section 11.2	130
	Agency objectives and performance indicators	ARRs – section 11.3	19
	Agency service areas and service standards	ARRs – section 11.4	10
Financial performance	Summary of financial performance	ARRs – section 12.1	58

Summary of requirement		Basis for requirement	Annual report reference
Governance – management and structure	Organisational structure	ARRs – section 13.1	12
	Executive management	ARRs – section 13.2	14
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	18 and 132
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	48
	Queensland public service values	ARRs – section 13.5	10
Governance – risk management and accountability	Risk management	ARRs – section 14.1	50
	Audit committee	ARRs – section 14.2	51
	Internal audit	ARRs – section 14.3	53
	External scrutiny	ARRs – section 14.4	53
	Information systems and recordkeeping	ARRs – section 14.5	56
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	37 and 39
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	49
Open Data	Statement advising publication of information	ARRs – section 16	52
	Consultancies	ARRs – section 33.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Overseas travel	ARRs – section 33.2	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Queensland Language Services Policy	ARRs – section 33.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	113
	Independent Auditor’s Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	114

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

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

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