

Queensland Reconstruction Authority

# ANNUAL REPORT 2020–2021



**Queensland**  
Government



# Accessibility

This Annual Report provides information about the Queensland Reconstruction Authority's (QRA) financial and non-financial performance for 2020–21. It has been prepared in accordance with the *Financial Accountability Act 2009*.

This report has been prepared for the Deputy Premier and Minister for State Development, Local Government, Infrastructure and Planning submit to Parliament. It has also been prepared to meet the needs of stakeholders including the Commonwealth and local governments, industry and business associations, community groups and staff.



## Interpreter Services

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QRA did not engage the services of an interpreter during 2020–21.

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17 August 2021

The Honourable Steven Miles MP  
Deputy Premier  
Minister for State Development, Local Government, Infrastructure and Planning  
PO BOX 15009  
CITY EAST Qld 4002

Dear Deputy Premier

I am pleased to submit for presentation to the Parliament the Annual Report 2020–2021 and financial statements for the Queensland Reconstruction Authority.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- 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 51 of this annual report.

Yours sincerely

Michael Walsh

Chair

**Queensland Reconstruction Authority**

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# Message from the Chair

## **It gives me great pleasure to present the Queensland Reconstruction Authority (QRA) Annual Report 2020–21.**

Since joining the QRA Board as Chair at the start of the disaster season in October 2020, I have been impressed by QRA's ability to adapt to challenges, while supporting communities to recover from disaster events and building community resilience.

At the forefront of these efforts was the coordination of disaster recovery assistance to Queensland communities impacted by the 2020–21 disaster season with 11 separate natural disaster events to strike the state.

These events included the Fraser Island (K'gari) Bushfires, Tropical Cyclones Imogen and Niran, flash flooding in Western Queensland, monsoonal flooding in the far north, and the severe hailstorm that impacted the greater Springfield and Logan regions on 31 October 2020.

These events saw 50 of the state's 77 local government areas being activated for assistance under the joint Commonwealth and state funded Disaster Recovery Funding Arrangements (DRFA).

Since July 2020, QRA has paid more than \$600 million in disaster recovery and other grants to councils, state agencies and non-government organisations under the DRFA, Get Ready Queensland, the Local Economic Recovery Fund, the Queensland Disaster Resilience Fund and the Queensland Resilience and Risk Reduction Fund.

During this time, QRA continued to deliver recovery plans and disaster assistance programs to those communities impacted by natural disasters. This included management of a delivery program with an estimated value of \$2.6 billion across 28 events over the 2018–19, 2019–20 and 2020–21 disaster seasons.

Of note, following a successful audit by the Queensland Audit Office, in March 2021, QRA submitted the 2019–20 claim to the Commonwealth, comprising state expenditure of \$1.208 billion for works approved or completed in the previous financial year. The Commonwealth formally accepted and acquitted the state's 2019–20 claim on 29 June 2021, resulting in the state securing \$774.3 million of Commonwealth funding.

## **10 years of recovery and resilience experience.**

QRA reached a significant milestone this year, celebrating the 10th anniversary of its establishment. Fittingly, as Australia's first permanent disaster recovery agency, QRA has shared its extensive experience, support and advice with the Commonwealth Government's newly established National Recovery and Resilience Agency (NRRRA). QRA remains committed to working collaboratively with the NRRRA to improve disaster recovery and resilience in Queensland and to share our experience nationally.

Resilience remains an enduring focus for the agency, with QRA working across 12 regions to ensure that by 2022, all of Queensland will have a locally led and regionally coordinated blueprint to strengthen disaster resilience.

Regional resilience strategies will provide a coordinated approach to prioritising activities to support disaster resilience and keep Queenslanders safe. As at July 2021, co-design of the resilience strategies, via engagement with regional stakeholders, was well underway.

Finally, and in preparation for the year to come, we have reviewed the QRA strategic plan to guide and drive our operations over the next five years.

QRA is well positioned to support communities recovering from natural disasters, as well as lead the nation in building community resilience.



Michael Walsh

Chair

**Queensland Reconstruction Board**

# Message from the CEO

## **Queensland communities continue to demonstrate their resilience, responding to and recovering from 11 events that spanned the state from the Cape to the border in 20–21.**

Following these events, which included a devastating hailstorm, bushfires, widespread flooding and two tropical cyclones, 50 of the state's 77 local government areas were activated for joint Commonwealth and State DRFA assistance.

As always, QRA is working closely with impacted local governments and state agencies to support recovery efforts from these recent events and previous natural disasters.

Since 2011, QRA has coordinated disaster recovery and reconstruction efforts across Queensland, administering a \$16.8 billion program of works under Commonwealth and state disaster recovery arrangements.

QRA's current delivery program is in the region of \$2.6 billion, comprising works from 28 events across three disaster seasons.

The reconstruction program is complex, with numerous delivery agents and asset owners spread over a broad geographic area. Delivery challenges have been compounded by multiple disaster events across the year, along with the COVID-19 pandemic.

### **Completion of the 2018–19 program**

As the 2020–21 financial year drew to a close, Queensland was wrapping up the 2018–19 program, where 12 natural disasters caused more than \$1 billion dollars in damage. Extensions of time were secured for a small number of recovery projects delayed by COVID-19 and recent severe weather events. The remaining 2018–19 program was delivered within its allowable time limit.

These projects have done more than rebuild communities to a pre-disaster state. Thanks to a range of extraordinary assistance initiatives, many communities are now more resilient and better prepared for future natural disasters.

More than \$250 million in extraordinary assistance was provided following two major events in 2019, the Monsoon Trough (\$242 million) and the Central Queensland Bushfires (\$12 million).

A major highlight of the extraordinary assistance is the \$102 million betterment program, which saw 35 councils upgrade 107 projects, including roads, bridges, culverts and other essential infrastructure, to make them stronger and more resilient to natural disasters in the future.

## **Resilience, recovery and risk reduction**

Despite the varied challenges over the past year, QRA has continued its focus on building disaster resilience through delivery of targeted funding packages:

- \$36.8 million Local Economic Recovery Program
- \$13.1 million 2019–20 Queensland Resilience and Risk Reduction Fund (QRRRF)
- \$19.1 million 2020–21 QRRRF
- \$10 million North Queensland Natural Disasters Mitigation Program
- \$20 million 2020–21 Betterment Fund.

In addition, the Get Ready Queensland program promotes preparedness and resilience with communities and councils. We are pleased that rugby league legend Johnathan Thurston has agreed to continue his role as Get Ready Queensland Ambassador for the 2021–22 disaster season. His involvement in the program has been invaluable, with market research revealing 44 per cent of Queenslanders are more likely to undertake preparedness activities because of JT's involvement.

When disaster strikes, QRA works closely with other state government agencies, charitable bodies, councils and the Commonwealth to ensure communities receive the assistance they need to recover. Our dedicated staff will continue to deliver on our vision of stronger, safer, resilient Queensland communities.



Brendan Moon

Chief Executive Officer

**Queensland Reconstruction Authority**

# Overview

## About QRA

**Following catastrophic natural disasters that struck Queensland over the summer months of 2010 and 2011, QRA was established to manage the State's recovery and reconstruction under the *Queensland Reconstruction Authority Act 2011 (QRA Act)*.**

A legislative amendment that came into effect on 11 June 2015 made the QRA a permanent part of the Queensland Government. In 2019, the QRA Act was amended to reflect QRA's roles and responsibilities across all hazards, and as the Queensland lead for resilience and recovery policy.

## What we do

QRA is charged with managing and coordinating the Government's program of recovery and reconstruction works within disaster-affected communities, with a focus on working with our State and Local Government partners to deliver best practice administration of public reconstruction and resilience funds.

QRA is also the state's lead agency responsible for disaster recovery and resilience policy, working collaboratively with agencies and stakeholders to reduce risk and improve preparedness for disasters.

## Vision

Make Queensland the most disaster resilient state in Australia.

## Purpose

Enable recovery and build resilience to disaster events within our communities.

## Operating environment

**The environment in which QRA operates continues to be challenged by unpredictable events, more extreme natural disasters, unique recovery issues and changes in governance arrangements.**

This changing environment was again evident in 2020–21, with 11 disaster events occurring across the year, including a devastating hailstorm, bushfires, widespread flooding and two tropical cyclones, leaving 50 of Queensland's 77 Local Government Areas activated for funding assistance under the joint State and Commonwealth DRFA.

Coupled with this was the continued challenge of operating during the COVID-19 pandemic, which saw the need to regularly pivot our services to be provided remotely, all the while maintaining the same high standard needed to successfully support Queensland's impacted communities.

Throughout 2020–21, QRA continued to coordinate funding under DRFA in parallel with its predecessor arrangements, Natural Disaster Relief and Recovery Arrangements (NDRRA). The remaining program of NDRRA works completed delivery in 2020–21 and will now undergo acquittal in 2022 to finalise the state's administration of NDRRA. Under efficiencies realised to date under DRFA, the Queensland Government has set aside \$20 million for a betterment fund to be allocated in parallel with the 2021 events' reconstruction program, and the first of its kind nationally to be implemented from savings achieved under the arrangements.

National governance arrangements for natural disasters was a key focus in 2020–21, with a Royal Commission into National Natural Disaster arrangements delivering 80 recommendations, including the establishment of the NRRA. QRA has worked closely with the Commonwealth throughout the establishment of the agency to advocate for Queensland communities to continue to receive locally led resilience and recovery support that considers their unique needs.



## Strategic opportunities and risks

**QRA has a strong risk focus to manage challenges and act on opportunities.**

### **Our opportunities included:**

- Developing and delivering statewide programs that will reduce the impact of future disaster events to communities and enhance disaster preparedness.
- Influencing national disaster mitigation policy agenda and achieving greater alignment with locally-led efforts to improve resilience and risk reduction outcomes for Queensland.
- Using evidence-based practices, data and analytics to support resource allocation and disaster management operations.
- Improving whole-of-business processes to achieve organisational efficiencies and process improvements.

### **Our key strategic challenges included:**

- Ensuring QRA delivers responsive services that can scale up to meet demands should Queensland experience a catastrophic disaster event of significant magnitude or intensity across a geographically diverse area.
- Guaranteeing Queensland meets the requirements and timeframes under the DRFA so that it does not jeopardise Australian Government funding to the State.
- Making certain QRA develops and implements policies and programs that deliver optimal benefits to Queensland.

## **Government's objectives for the community**

In 2020–21 QRA continued to work toward achieving the Queensland Government's Objectives under Our Future State: Advancing Queensland's Priorities by ensuring we:

- Keep communities safe – through developing effective disaster recovery and resilience policy and supporting local governments to build resilience into their disaster preparedness and reconstruction programs.
- Be a responsive government – through providing responsive and integrated services to communities before, during and after natural disasters.
- Create jobs in a strong economy – through assisting local communities to recover sooner from disasters.

## **Public service values**



# Strategic objectives and achievements

## Enable rapid recovery of disaster-impacted communities

### Measures of success

- Community recovery arrangements that address recovery governance and capability are implemented for 100 per cent of local and district disaster management groups in Queensland.
- 100 per cent delivery of key recovery initiatives within required timeframes.

### Our achievements

- Supporting 40 councils to review, develop or enhance and implement local recovery sub-plans that strengthen local disaster recovery capabilities, taking the total to 52 since project inception.
- Assistance and support to 50 of Queensland's 77 local governments activated under DRFA for the 11 events that impacted the state in the 2020–21 disaster season.
- Guiding development of 24 COVID-19 local recovery plans.

## Deliver best practice administration of public reconstruction and resilience funds

### Measures of success

- 100 per cent completion of reconstruction and resilience projects within required timeframes.
- 100 per cent reimbursement of applicable DRFA and NDRRA funding to Queensland within required timeframes.

### Our achievements

- Submission of \$1.208 billion claim under the NDRRA/ DRFA which was acquitted by the Australian Government in June 2021, resulting in securing \$774 million funding to Queensland. The claim included the first claim for estimated reconstruction cost (ERC) under DRFA, being \$893 million for 2018–19 events, and confirmed that QRA's approach to developing ERC was effective and met the Commonwealth's requirements.
- Coordinated delivery of a disaster recovery and reconstruction program worth approximately \$2.6 billion, comprising works from 28 events across 2019 to 2021 (to be delivered through to June 2023).
- All reconstruction works from the 2019 events completed by 30 June 2021 deadline, except where extensions of time were granted for COVID-19 related impacts.
- Increased funding available to support disaster resilience by \$32 million across four years through the administration of the Recovery and Resilience Grants program, a partnership with the Australian Government to support Queensland communities.
- Secured \$20 million for a betterment fund to be allocated in parallel with the 2021 events' reconstruction program, the first of its kind nationally to be implemented from savings achieved under DRFA

## Lead coordination of resilience policy and activities in Queensland

### Measures of success

- 100 per cent implementation of the Queensland Strategy for Disaster Resilience (QSDR) (Resilient Queensland) by 31 December 2022.
- Development of a state hazard mitigation plan.
- Increase Queensland community awareness of disaster preparedness through the Get Ready Queensland campaign and other programs.
- Implementation of disaster risk reduction initiatives within required timeframes.

### Our achievements

- Delivered the *Queensland Strategic Flood Warning Infrastructure Plan*, *Queensland Flood Risk Management Framework* and *Economic Assessment Framework of Flood Risk Management Projects* to improve Queensland's resilience to flood, and support communities' preparation for and response to future flood events.
- Built on Queensland's capability to effectively plan for and implement disaster risk reduction measures through scoping and analysing requirements for a State Disaster Mitigation and Resilience Plan.
- Worked with 28 councils to deliver the \$8 million flood warning infrastructure network project, including \$6 million in funding for 188 new and improved flood warning assets across north Queensland.
- Successfully delivered the 2020–21 Get Ready Queensland program, including \$2 million in state funding to help local governments improve community resilience through a range of council-nominated activities.
- Delivered, in partnership with CSIRO, the Queensland Resilience, Adaptation Pathways and Transformation Approach project designed to help harmonise resilience activities across agencies and sectors.
- Delivery model developed for the state-wide rollout of regional resilience strategies, with implementation underway for Queensland regions.

## Foster a sustainable and adaptive workplace

### Measures of success

- Improved workforce satisfaction as reflected in the results from the Working for Queensland survey.
- All QRA staff have active Performance Development Agreements in place that are assessed bi-annually and align with QRA's objectives, culture and values.
- All QRA staff are kept safe and well in accordance with its 'Work Safe Home Safe' goal.
- Delivery of business projects to achieve greater efficiencies and process improvements by 30 June 2021.

### Our achievements

- Supported and promoted a better work-life balance by implementing sustainable policies which support the health and wellbeing of QRA employees, with initiatives including promoting access to flexible working arrangements, fatigue and workload management, rehabilitation and return to work support.
- Supported staff in working remotely through the COVID-19 restrictions.
- Implemented targeted health and wellbeing offerings providing access to lunch and learn activities, group fitness sessions, office ergonomics, psychological first aid training and flu vaccinations for QRA employees.
- Continued enhancements to QRA's grants management system to facilitate administration of DRFA for staff and funding recipients.

# Our performance

This section highlights QRAs achievements and performance in 2020–21.

## Disaster Recovery Funding

**During 2020–21, QRA managed delivery of a disaster recovery and reconstruction program from 28 disaster events with an estimated value of more than \$2.6 billion, including 11 events that occurred in the 2020–21 disaster season.**

Key activities undertaken during the year included managing and overseeing final delivery of programs that had a deadline for completion by 30 June 2021, development of the first estimated reconstruction cost under DRFA and providing recovery assistance to delivery agents impacted by events in 2020–21.


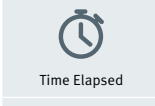

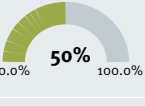
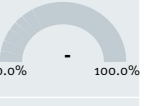




All NDRRA and DRFA works with a 30 June 2021 deadline for delivery were completed on time. This included approximately \$18.3 million of works from the 2018 disaster season across 12 delivery agents that had been granted extensions of time to complete delivery in 2020–21 due to impacts of COVID-19, and a significant proportion of the massive \$1.45 billion program associated with the 11 events that occurred in the 2018–19 disaster season, including the catastrophic North Queensland Monsoon Trough event.

A key focus during the year was to establish the estimated reconstruction cost for the 2018–19 events under the new DRFA arrangements by 31 December 2020 for inclusion in the annual claim submitted to the Australian Government by 31 March 2021. This required QRA to develop and implement a new system to address the Commonwealth’s complex requirements for establishing an estimated reconstruction cost, and was made inherently more complicated given the massive 2019 Monsoon Trough was the first event to which the system was applied. Establishment of the \$893 million estimated reconstruction cost was completed on time and was subsequently assured without material issue by both the Queensland Audit Office (QAO) and the Australian Government as part of their reviews of the 2019–20 claim. This was a significant achievement for QRA, being the first claim for the state and nationally to include an estimated reconstruction cost.

In 2020–21, the state was also impacted by 11 disaster events, including the Fraser Island (K’garrri) Bushfires, Tropical Cyclones Imogen and Niran, flash flooding in the South East and Western Queensland, monsoonal flooding in the far north, and the severe hailstorm to impact the greater Springfield and Logan regions on 31 October 2020. This resulted in 50 of the State’s 77 local government areas being activated for assistance under DRFA to ensure the burden of recovery was shared.

The following figure shows QRA’s active delivery program and the remaining works to be delivered as at 30 June 2021.

**Status of QRA’s disaster recovery delivery program as at 30 June 2021**

	2019 Events	2020 Events	2021 Events
NUMBER OF EVENTS	12	5	11
\$2,603M Delivery Program	\$1,456M Program	\$855M Program	\$292M Program
Deadline for Delivery	30 June 2021	30 June 2022	30 June 2023
 Time Elapsed	 100% Remainder being delivered under EOT's	 50%	 -
 % Completion*	 85% complete	 36% complete	 3% complete

\*% complete represents delivery progress reported by delivery agents. This may reflect greater progress than inferred by spend due to program efficiencies.

In addition to managing the delivery of disaster recovery works on the ground, QRA also successfully managed the acquittal of \$1.208 billion of NDRRA/DRFA works during 2020–21. The claim comprised the estimated reconstruction cost for 2018–19 events of \$893 million and \$315 million for actual costs incurred for other DRFA and NDRRA measures on eligible disaster recovery works completed in 2018–19. The claim was supported by unmodified audit opinions issued by the Queensland Auditor-General. The Commonwealth completed its own assurance activities over the claim in May and formally accepted and acquitted the state’s 2019–20 claim on 29 June 2021, resulting in the State securing \$774.3 million of Commonwealth funding.

Since its establishment in 2011, QRA has acquitted approximately \$15.5 billion of NDRRA/DRFA expenditure, securing more than \$10.5 billion of Australian Government funding for Queensland.

The state is current with its disaster funding claims with no outstanding claims overdue or awaiting Australian Government acquittal.

Approximately \$1.3 billion of the remaining NDRRA and DRFA programs from the active 2019, 2020 and 2021 event programs will be acquitted in annual claims as works are completed through to 30 June 2023.

## Building resilience in Queensland

**As the principal agency for resilience policy in Queensland, QRA continued to make resilience-building a key priority by leading a comprehensive suite of activities across the State throughout 2020–21.**

### Regional Resilience Strategies

During 2020–21, QRA continued to work with Queensland communities to ensure that, by 2022, every region in Queensland is part of a locally-led and regionally coordinated resilience strategy.

The regional strategies guide how local, regional and state-level disaster resilience planning, priorities and projects deliver on the objectives and commitments of the QSDR. Following the successful completion of the Mary and Central West Region resilience strategies in 2019–20, the development of a further 11 strategies commenced in 2020–21, including:

- Burnett Regional Resilience Strategy
- Burdekin and Charters Towers Regional Resilience Strategy
- Cape York and Torres Strait Regional Resilience Strategy
- Darling Downs Regional Resilience Strategy
- Far North Regional Resilience Strategy
- Fitzroy and Capricornia Regional Resilience Strategy
- Mackay, Isaac and Whitsunday Regional Resilience Strategy
- North West Regional Resilience Strategy
- South West Regional Resilience Strategy
- Townsville and Palm Island Regional Resilience Strategy
- Wet Tropics Regional Resilience Strategy.

### Strategic flood risk management

QRA has maintained its focus on improving Queensland's resilience to flood, and supporting communities to better prepare and respond to flood events through leading multiple strategic flood risk management projects in 2020–21.

### Queensland Flood Risk Management Framework

QRA recognises that in Queensland, governance of flood risk management is based on a collaborative, decentralised model with shared roles and responsibilities. For the governance model to be successful, the roles and responsibilities of each stakeholder need to be articulated and understood, and stakeholders must be committed to delivering on their responsibilities. To support this, in 2020–21 QRA developed and delivered *The Queensland Flood Risk Management Framework*. The aim of the framework is to:

- set the direction for flood risk management in Queensland
- provide clarity around expectations
- outline the roles and responsibilities of all stakeholders involved
- guide and support decision-making by councils.

### Queensland Flood Warning Infrastructure

In 2020–21 QRA continued to coordinate improvements to Queensland's flood warning infrastructure to help keep our communities safe. Flood warning infrastructure assists the Bureau of Meteorology's flood forecasting and warning services.

In 2019–20, \$2 million was allocated to improving North Queensland's flood warning infrastructure network (FWIN) following the devastating 2019 monsoon event. Extensive consultation followed with the 39 impacted councils, local communities, Bureau of Meteorology, Sunwater and state agencies to confirm and prioritise specific flood warning infrastructure requirements.

In July 2020 QRA secured a further \$6 million in DRFA funding to successfully deliver all the identified assets. In total, QRA is implementing \$8 million of projects, which includes approximately 170 assets across 28 councils.

Recognising the scale of the work, and due to COVID-19 impacts, the Commonwealth has granted an extension of time for delivery of the FWIN program until 30 June 2022.

QRA also released the Queensland Strategic Flood Warning Infrastructure Plan to support communities to better prepare and respond to flood events, and improve community resilience to flood events through development of a best practice network of flood warning gauges.

### Actions under the Brisbane River Strategic Floodplain Management Plan

QRA coordinates the implementation of the *Brisbane River Strategic Floodplain Management Plan (SFMP)*. The SFMP outlines 52 recommended actions for increasing flood resilience across the Brisbane River floodplain, including 34 recommended actions assigned to Queensland Government agencies, of which 12 are assigned to QRA. In 2020–21 QRA delivered a number of key actions:

- *The Flood Communication Toolkit*, which was made available for all Queensland councils and state agencies in September 2020. The Toolkit provides a comprehensive suite of flood messaging that councils and relevant state agencies can use in their social media and other flood communication messaging to improve community awareness and resilience to floods for all Queenslanders.
- *The Regional Guideline for Flood Awareness Mapping and Communication*, which includes regionally consistent principles for flood awareness mapping, property level information, place-based installations, in language that is accessible to everyone.
- *The Economic Assessment Framework of Flood Risk Management Projects*, which supports those undertaking economic assessment for flood risk management.

## Resilient building guidelines

In December 2020, the *Bushfire Resilient Building Guidance for Queensland Homes* was released, providing information on best-practice building and landscaping solutions to improve the bushfire resilience of new and existing homes.

The *Bushfire Resilient Building Guidance* was co-designed with CSIRO and completes the suite of guidelines developed in partnership with industry, business, council, universities and government agencies. The guides provide information about designing and building homes that are resilient to specific hazards, including bushfire, storm tide, cyclone and flood.

## 2020–21 Risk Reduction and Resilience funding

\$19.1 million was made available through the 2020–21 round of the Queensland Resilience and Risk Reduction Fund (QRRRF).

This consisted of \$13.1 million of joint funding under the QRRRF, comprised of \$8.3 million from the Queensland Government and \$4.8 million from the Commonwealth, and a further \$6 million under the Commonwealth Government's Managing Disaster Risk program to support 14 communities identified as hardest hit by the 2019 North and Far North Queensland Monsoon Trough.

In total, 50 of Queensland's 77 councils, as well as one town authority, three state agencies, one university and 12 not-for-profit organisations, have been approved for QRRRF funding in 2020–21.

In addition, QRA continued to monitor the previous two years of funded projects still in delivery, including 62 Queensland Disaster Resilience Fund projects, due for completion in 2021 and 67 QRRRF projects (2019–20 funding round), due for completion in 2022.

During 2020–21, QRA was also instrumental in administering resilience and recovery funding for Queensland communities through the Recovery and Resilience Grants and the Local Economic Recovery program, which are jointly funded by the Australian and Queensland governments to help bushfire and flood-impacted communities, and in securing projects for Queensland from the Australian Government's National Flood Mitigation Infrastructure Program, which will address flood mitigation priorities in three northern Queensland communities.

## Get Ready Queensland

**Get Ready Queensland is a year-round, all-hazards, locally led, resilience building initiative to help households and communities better prepare for disasters.**

As part of the 2020–21 program, Get Ready Queensland provided \$2 million in funding to support the state's 77 local councils and Weipa Town Authority to improve community resilience through regional Get Ready activities. Local initiatives delivered over the 12 months include emergency services expos, development of culturally and linguistically diverse resources and school visits among many others.

To enhance Get Ready's annual state-wide awareness campaign, QRA undertook market research in June 2020 to understand community attitudes to disaster risk and preparedness throughout Queensland. The research revealed people's evolving attitudes towards disaster preparedness since the program's launch in 2013. Research found that key preparedness activities such as preparing an emergency plan and kit had significantly increased in the past eight years. In fact, the number of Queenslanders with an emergency plan has increased from 18 per cent to 57 per cent and the number of households with an emergency kit has doubled.

Five Get Ready Queensland advertising campaigns were created throughout 2020–21, including the annual 2020 disaster season awareness campaign and four DRFA Category C-funded community safety campaigns including two bushfire insurance awareness campaigns, one flood insurance awareness campaign and one community case study campaign. A post-campaign evaluation of the annual state-wide campaign reported 79 per cent of surveyed Queenslanders said the campaign made them feel like they could be prepared for future disasters.

The state-wide campaign was launched with Get Ready Queensland Week, 12–17 October 2020, with a media event at Rocklea State School in collaboration with Get Ready Queensland Ambassador Johnathan Thurston, Queensland Fire and Emergency Services, the Bureau of Meteorology and Suncorp. The launch attracted 48 media stories and reached over 1.45 million people worth \$130,000 in coverage.

Get Ready Queensland also launched its first schools competition in 2020, with the winning school scoring a visit from Get Ready Queensland Ambassador Johnathan Thurston. The competition attracted 90 class entries from 75 schools across the state engaging more than 1,650 students. Students completed a series of activity sheets focused on encouraging children and their families to better understand their local disaster risk and prepare emergency plans and kits. Peregian Springs State School on the Sunshine Coast was the inaugural winner, with Mr Thurston's school visit a hit with the students as well as attracting television and print media coverage.

2020 was also the first year of Suncorp's sponsorship of the program. Suncorp's support has allowed Get Ready to engage with a significantly larger audience across the state, with the 2020 marketing campaign receiving more than 4 million impressions. The partnership has also supported greater diversity in Get Ready delivery with new activities in 2020 including the Schools Competition, Online Challenge, website redevelopment and Suncorp's Storm Score. A partnership between Suncorp and Get Ready Queensland, Storm Score used a points and prize system to encourage people to prepare for extreme weather using Get Ready resources.

## Supporting Queensland's recovery from disasters

**Throughout 2020–21 QRA worked across the state with disaster-affected communities, partner agencies and other stakeholders to support communities' recovery from these disaster events and increase communities capacity to recover from future events.**

### COVID-19 recovery

The effects of COVID-19 continued to impact communities across Queensland during 2020–21.

QRA's recovery officers provided recovery advice and support to local and district disaster management groups across the state for the development of COVID-19 event-specific recovery plans. Through this service, 24 COVID local recovery plans were endorsed.

The impact of COVID-19 on delivering natural disaster recovery, reconstruction and resilience programs underway continued to hinder councils and partner agencies around Queensland. Where necessary, QRA regional liaison officers sought extensions of time for these projects and continue to support councils through the life of the projects.

### Supporting the recovery of disaster impacted Queensland communities

With 50 of the state's 77 local governments activated for joint State and Commonwealth DRFA funding assistance over 11 disaster events in 2020–21, QRA continues to work with disaster-affected communities, partner agencies and other stakeholders to promote recovery.

During 2020–21, QRA operations staff worked closely with the impacted councils and the state-level function recovery groups. This enabled the coordination and monitoring of recovery efforts, their progress and their effectiveness.

### Recovery strategy, capability and planning

As a key recovery priority, throughout 2020–21 QRA assisted councils, and local and district disaster management groups, with developing and strengthening local disaster recovery capabilities.

#### *Locally led recovery sub-plans*

QRA has supported the development or enhancement of local recovery sub-plans for Councils.

Through direct engagement QRA has worked with councils to identify where recovery support is needed, and where appropriate, assisted councils to enhance or develop plans that detail community strengths and challenges, recovery governance and recovery actions.

The project resulted in 40 recovery sub-plans endorsed by local government throughout 2020–21, taking the total plans endorsed since inception of the project to 52. QRA is continuing to work with 47 councils to support the development or enhancement of their recovery sub-plans.

#### *District Recovery Alignment Project*

The District Recovery Alignment Project, launched in 2020–21, is designed to understand recovery needs at the district level and provide district disaster management groups (DDMGs) with specific training based on those needs.

By undertaking workshop sessions with DDMGs, QRA established the level of recovery governance needed for each region, with outcomes of either: confirming no further change is required; updating governance arrangements of the group; or developing a district recovery sub-plan where needed.

#### *Recovery Strategy*

QRA is contributing to national recovery strategy through participation in key projects developed and delivered through the Community Outcomes and Recovery Sub-committee (CORS), part of the Australia-New Zealand Emergency Management Committee (ANZEMC) framework. During 2020–21 QRA participated in and provided contributions for various national arrangements, guides and frameworks, including the *Catastrophic Recovery Model Arrangements*, *National Recovery Capability Framework*, Functional Domain Reference Groups, *Recovery Needs Assessment Guideline* and the update of the *National Recovery Framework*.

# Governance – structure

**QRA is headed by Mr Brendan Moon, Chief Executive Officer (CEO) and governed by the Queensland Reconstruction Board and the Minister responsible for QRA, the Honourable Steven Miles MP.**

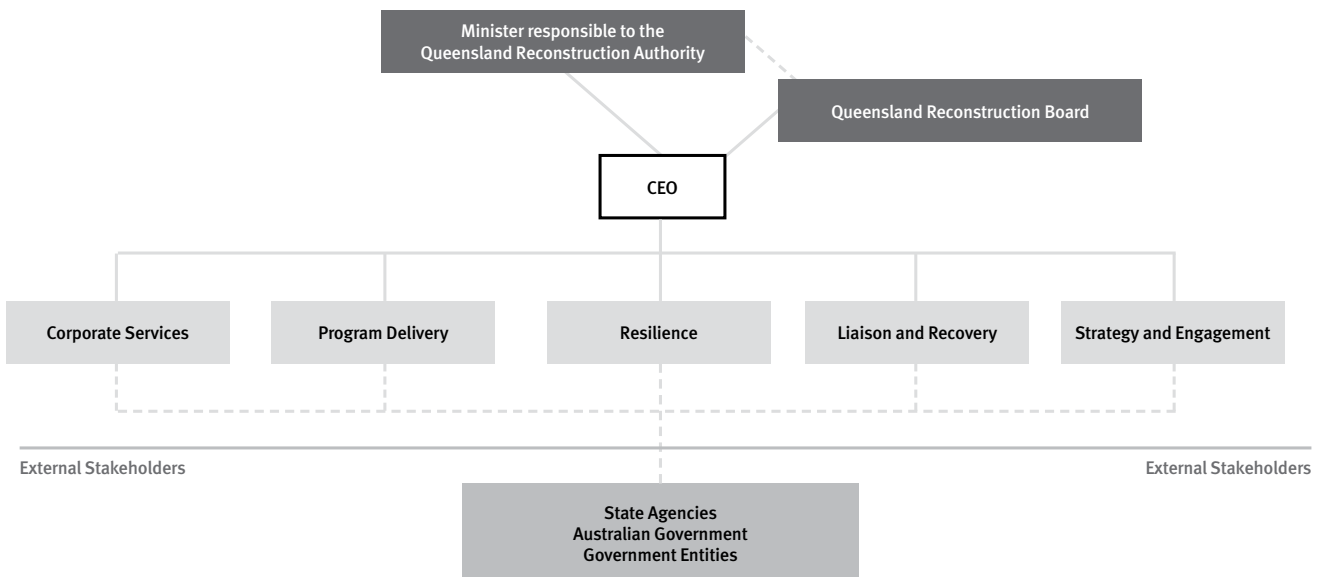
Machinery of Government (MoG) changes resulted in QRA moving from Queensland Treasury to the Department of State Development, Local Government, Infrastructure and Planning, effective from 12 November 2020. With this shift, QRA's responsible Minister changed from the Queensland Treasurer to the Deputy Premier and Minister for State Development, Local Government, Infrastructure and Planning.

Through 2020–21, QRA was organised into five specialist divisions headed by General Managers responsible for delivery of QRA functions as follows:

- **Corporate Services – Mr Andrew Nehill, Chief Financial Officer (CFO)** is responsible for providing finance, assurance, human resources, information and communications technology, program management and procurement functions, and support across QRA.
- **Program Delivery – Mr Jason Flenley, General Manager** is responsible for the effective administration of all grant programs administered by QRA, including NDRRA, DRFA, the National Disaster Resilience Program (NDRP), QDRF and the QRFFF, including monitoring, risk management, payments, reporting and acquittal of grant programs against program requirements.

- **Resilience – Mr Jimmy Scott, General Manager** leads disaster resilience policy and guiding resilience activities for the State, including regional strategic planning for risk reduction, guiding cross-government policy and representation on key national and state disaster management committees.
- **Liaison and Recovery – Ms Jo Killick, General Manager** leads recovery activities across Queensland, supporting the delivery of recovery strategy, coordination of Queensland's functional recovery groups and engagement via the regional liaison service QRA provides to local governments and state agencies.
- **Strategy and Engagement – Ms Janet England, General Manager** leads QRA's engagement with all levels of Government, community and industry, along with managing media, communications, design, ministerial and executive relations, records management, executive services and administration.

Since year end, QRA has undertaken a minor realignment of its functions and structure in order to deliver on its new strategic plan for 2021–25. This has involved the merging of Resilience and Recovery functions into one strategic unit and the integration of Liaison into Program Delivery functions to form an Operations division.





## The Queensland Reconstruction Board

**The Queensland Reconstruction Board is comprised of members with significant experience in recovery and resilience, with a strategic governance focus on strategy, risk, finance, organisational performance and corporate responsibilities. Under section 29 of the QRA Act, the key purpose of the Board is to oversee the operations of QRA.**

Queensland Reconstruction Board membership is comprised of:

- **Michael Walsh** – Chair (from 2 October 2020)
- **Stuart Smith** – Chair (to 30 August 2020)
- Margaret de Wit – Board Member
- Louise Abell – Board Member
- Dr Robert Glasser – Board Member
- Stephen Gollschewski – Board Member
- Kirsty Kelly – Board Member
- Belinda Murphy – Board Member
- Dr Anne Swinbourne – Board Member.

### **Michael Walsh** **(appointed 2 October 2020)**

Michael Walsh provides strategic advisory services to large organisations with a focus on leadership, governance, strategy, digital health, planning and transformation.

Michael was Director-General of Queensland Health from July 2015 to September 2019.

Michael also holds the position of Chair for the Digital Health Cooperative Research Centre and Health Support Services, WA Health.

In 2020, Michael was awarded the Public Service Medal in the Queen's birthday honours list for outstanding public service to the health sector in Queensland.

Michael was chair of the Australian Health Ministers' Advisory Council (AHMAC) from 2016 to 2018 and was on the Board of the Australian Digital Health Agency from July 2018 to September 2019. Michael has also previously been on the Board of Brisbane Diamantina Health Partners, an NHMRC accredited Advanced Health Research and Translation Centre.

Michael holds a Master of Business Administration, Bachelor of Arts (Hons) in Psychology, Bachelor of Science in human movement and Bachelor of Education. Michael has a passion for organisational excellence and leading value-based teams achieving outcomes that improve the lives of all Australians.

### **Stuart Smith AO, DSC - Chair** **(retired 30 August 2020)**

Major General Stuart Lyle Smith AO, DSC (Retd) completed 36 years in the Australian Regular Army. He had command and leadership experience at the highest levels before concluding full-time service as the Deputy Chief of Joint Operations Command in Canberra in 2017.

Stuart has considerable strategic management and liaison experience including managing the Australian Defence Force earthquake/tsunami disaster relief response in Banda Aceh in 2004, leading the Australian Defence Force disaster response to Cyclone Yasi North Queensland in 2011, and leading the Australian Defence Force security support to G20 in Brisbane in 2014. On 4 December 2018 he was appointed as the State Recovery Coordinator to the Queensland Premier for the Central Queensland Bushfires and the Monsoon Floods North Queensland.

Stuart is a graduate of the Australian Institute of Company Directors, a nationally accredited mediator, and has a Masters in Business Administration.

### **Margaret de Wit OAM**

Following a successful career with Telecom Australia (Telstra), Margaret de Wit was elected as a Councillor with Brisbane City Council – a role which spanned 19 years, the last 11 of which she held the portfolios of Chairman of Infrastructure, Public and Active Transport and Chairman of Council. In 2012 she was the first woman elected as President of the Local Government Association of Queensland (LGAQ). Margaret is a Graduate of the Institute of Company Directors.

In 2017 Margaret was awarded the Medal of the Order of Australia for services to local government and the people of Brisbane.

Margaret is also on the board of South Bank Corporation.

### **Louise Abell, CSC**

Louise Abell, CSC served for over 23 years in the Australian Regular Army in technical and program management roles before leaving to work in the infrastructure sector. She served on Peacekeeping Operations in East Timor in 2002 and then went on work with the British Military teaching project management at their university after managing major projects with the Australian Army.

Louise has extensive leadership, governance, strategic planning and project/program management experience. Louise has led Business Operations functions for organisations of 500+ people as well as delivered multiple high-value infrastructure/technical projects at state, national and international levels. She is experienced in financial and commercial requirements, negotiation and contract management, along with developing positive workplace cultures that are focused on delivering outcomes. Louise is also experienced at implementing and managing governance frameworks within both government and private entities.

Louise is a Fellow of The Institution of Engineers Australia, a graduate of the Institute of Company Directors and has a Masters of Business Administration, Masters of Science and an Engineering degree. She has worked for Kellogg Brown and Root Pty Ltd in infrastructure program management roles as well as more recently in the senior leadership group managing the business assurance and governance. She is now with the Gold Coast City Council as a senior Project Director for a major infrastructure project.

### **Dr Robert Glasser**

Dr Robert Glasser is the Head of the Climate and Security Policy Centre at the Australian Strategic Policy Institute (ASPI). He was previously the United Nations Secretary General's Special Representative for Disaster Risk Reduction, the Head of the UN Office for Disaster Risk Reduction (UNISDR), a member of the Secretary General's Senior Management Group and the Deputy Secretary General's Climate Principals Group.

Robert has over 30 years of experience as a practitioner, advocate, and policymaker in the areas of climate change, sustainable development and disaster response. Before joining the UN he was the Secretary General of CARE International, one of the world's largest non-governmental humanitarian organisations, with over 10,000 staff active in some 80 countries. Prior positions additionally include Chief Executive of CARE Australia and Assistant Director General at the Australian aid program (AusAID). Robert is also on the board of WaterAid Australia, which is actively supporting communities in less developed countries in our region.

### **Stephan Gollschewski, APM**

Deputy Commissioner Steve Gollschewski of the Queensland Police Service (QPS) has over 40 years' experience in policing and is currently responsible for service delivery throughout Southern Queensland. He is also Queensland's State Disaster Coordinator, coordinating the whole of Government response to the global COVID-19 Pandemic while concurrently being the Overall Commander for the QPS COVID-19 operations. Steve was also the QPS Overall Commander for the 2018 Commonwealth Games, Operation Sentinel, the largest security operation in Australia this decade.

Steve has extensive experience in disaster management, having been in operational command of the response to the Toowoomba and Lockyer Valley floods in 2011, the flood evacuation of St George in 2012 and Cyclone Oswald in Bundaberg in early 2013. He was State Disaster Coordinator from 2013 to 2018, then resumed the position again in 2019, coordinating the overall state disaster responses to the 2019–20 bushfire season as well as the COVID-19 Pandemic.

Deputy Commissioner Gollschewski performs key governance roles on Boards and Committees including the QPS Board of Management and the Demand and Resource Committee.

Steve is a graduate of the AFP Management of Serious Crime Program, a graduate of and visiting fellow at the Australian Institute of Police Management and has completed post graduate studies in Leadership through Charles Sturt University and Harvard University.

### **Kirsty Kelly**

Kirsty Kelly is an experienced leader in the built environment, with 14 years leading professional associations within the sector. She is currently the Chief Executive Officer of the Australian Institute of Traffic Planning and Management and was previously the Chief Executive Officer of the Planning Institute of Australia, and the Illuminating Engineering Society of Australia and New Zealand.

Prior to her leadership roles she worked as an urban and regional planner in local, state and territory government, the private sector and academia. Kirsty is also an experienced Director, with previous directorships including the Australasian Society of Association Executives and the Planning Institute of Australia. During her career, Kirsty has collaborated nationally with leaders, governments, industry and professionals on issues including climate change, resilience, healthy planning and urban design.

Kirsty is a graduate of the Australian Institute of Company Directors, has a Graduate Diploma of Urban and Regional Planning and a Masters in Business Administration.

## **Belinda Murphy**

Belinda has had extensive experience in local government over 13 years. She was Mayor of McKinlay Shire in North West Queensland from 2012 to 2020, which included leading her community during the devastating monsoon trough flooding of 2019.

During her term as Mayor Belinda also held the position of North West Local Government Representative on the Local Government Association of Queensland Policy Executive for four years and was a board member of the Outback Tourism Queensland Association for eight years including three years as Chair.

Belinda has a graduate degree in Public Sector Management and Local Government Administration qualifications and was a Director on the board for the Northern Australia Infrastructure Fund from 2019 to 2021.

Belinda has experience in banking and finance and has held a commercial pilot's license with a mustering endorsement.

## **Dr Anne Swinbourne**

Dr Anne Swinbourne is a Senior Lecturer in Psychology at James Cook University. Anne's training is in psychology, with particular expertise in the assessment and analysis of behavioural change. She completed her undergraduate psychology and clinical psychology masters training at the University of New South Wales before completing her PhD at the University of Sydney.

In 2001 Anne moved to north Queensland to take up a conjoint position as Senior Research Officer with the (then) Tropical Public Health Network, Queensland Health and James Cook University. In this role she assisted in the development, design and evaluation of programs targeting communicable disease, environmental health, mental health and community capacity building in northern Australia. In her now full time academic role, Anne specialises in the teaching of research skills, data analysis and critical thinking.

Anne's research interests include best practice in information provision, population level health promotion, and the mental and physical health of Aboriginal and Torres Strait Islander peoples. More recently Anne's research has focused on community and organisational preparation for, and recovery from extreme events. Anne's other roles have included membership and leadership of hospital and university research ethics committees.

## **Chief Executive Officer**

### **Brendan Moon**

Brendan Moon was appointed to the role of CEO of QRA in June 2016, after acting in the position since November 2015. Prior to this, he was Deputy Chief Executive Officer and has been at QRA since 2011 as General Manager, Operations.

As CEO, Brendan leads the strategic direction of QRA, including the efficient and effective coordination of natural disaster reconstruction efforts across Queensland with administrative responsibility for \$16.8 billion program of works under Commonwealth and state disaster recovery arrangements.

Brendan led QRA's recovery operations for Tropical Cyclones Oswald and Marcia, and state-wide reconstruction and recovery efforts from all significant natural disasters in Queensland since late 2015 including Severe Tropical Cyclone Debbie in 2017, the Central Queensland Bushfires in 2018, the North and Far North Queensland monsoon trough flooding event in early 2019 and the Queensland Bushfires of late 2019.

Brendan is also the State Recovery Policy and Planning Coordinator. This standing role's purpose is to lead recovery planning, policy and recovery capability development to ensure better preparedness of government agencies and the community for recovery operations.

Brendan is a regular contributor to national and international dialogue on disaster risk and resilience and has addressed the United Nations Office of Disaster Risk Reduction's Asian Ministerial Conferences on multiple occasions.

Brendan is a graduate of the University of Queensland.

# Governance – risk management

## Governance

QRA's risk management framework incorporates governance arrangements and risk reporting and analysis, to ensure QRA meets its strategic objectives and fulfils its legislative mandate within the QRA Act.

Importantly, and in particular with regards to the changing environment in which it operates, QRA has systems in place to ensure regular monitoring and reporting occurs across its functions.

## Risk management and accountability

Risk management is part of QRA's day-to-day operations and is undertaken at divisional levels as well as at the senior management and Board level. The implementation of an effective risk management framework is an executive responsibility of the QRA CEO with endorsement of the Board and support of general managers and directors.

QRA's Risk Management Policy and Procedures set the organisation's underlying risk governance framework with an overall aim to ensure that organisational capabilities and resources are employed in an efficient and effective manner. This ensures the management of both opportunities and threats towards the achievement of QRA's strategic objectives.

QRA has undertaken risk assessments during 2020–21 that include identification of the consequences and likelihood of the risk occurring, effectiveness of controls in place and actions and treatments required in order to achieve a tolerable level of risk in relation to achieving the organisation's strategic objectives.

The key strategic and operational risks are reviewed regularly by the QRA management team, and status updates are provided to the Board at each meeting.

## Internal assurance

QRA's internal assurance function assesses operational and financial risks in relation to the provision and acquittal of disaster recovery funding and other funding programs. QRA applies a risk-based approach to its assurance activities to ensure they are an effective tool to assist QRA's management of its responsibilities under relevant funding guidelines.

A core element of DRFA arrangements is for the state to establish the amount it claims for estimated reconstruction costs through a 'management system' that addresses 16 control objectives set by the Commonwealth.

QRA has documented its DRFA Management System for the estimated reconstruction costs to reconstruct eligible essential public assets owned by Queensland local governments and state agencies in accordance with ASAE 3150 Assurance Engagements on Controls.

In 2020–21, the QAO provided an unmodified assurance opinion in accordance with ASAE 3150 stating that QRA's DRFA Management System was suitably designed to achieve the DRFA control objectives. The QAO assurance opinion also stated that the relevant controls operated effectively as designed, throughout the period from the introduction of DRFA on 1 November 2018 to the date the estimated reconstruction cost for the first DRFA program in relation to 2018–19 disaster events was established on 31 December 2020.

## External scrutiny

The state's annual claim to the Australian Government for reimbursement of NDRRA and DRFA expenditure is prepared by QRA and is subject to both external audit by the QAO and an assurance review by Emergency Management Australia (EMA) prior to acquittal and payment of the claim.

The 2019–20 claim was submitted in accordance with requisite timeframes in March 2021 and supported by unmodified audit opinions issued by the Queensland Auditor-General in relation to both the estimated reconstruction cost (ASAE3150) and actual costs (ASA800) included in the claim. The claim was subsequently reviewed by Pricewaterhouse Coopers on behalf of EMA without any material issues before the Australian Government acquitted the claim and paid the eligible payment to the state on 30 June 2021.

## Information systems and record keeping

QRA's information management approach ensures compliance with the *Public Records Act 2002*, through the implementation of the Records Governance Policy, ongoing review of procedures and guidelines, and the use and maintenance of QRA's newly upgraded electronic document and records management system (eDRMS).

Record keeping and the use of QRA's eDRMS is considered part of all QRA business processes. As such, it is integrated with grants funding administration primary systems such as the internal system (MaRS) and Microsoft Office suite.

All staff are trained in the use of QRA's eDRMS and made aware of their recordkeeping obligations on commencement, with access to continual awareness and training programs throughout their employment.

QRA's Information Management is a controlled and stable environment and the staff employed in this area have high-level skills and knowledge in recordkeeping, security classification, retention and disposal and system maintenance.

During 2020–21, QRA continued to move from paper-based records to digital recordkeeping by implementing business processes where internal approvals are signed off electronically, where creating, sending and receiving records electronically is encouraged and external funding applicants and recipients have access to a portal to upload submission claims.

2020–21 key achievements and activities for ongoing compliance include:

- upgraded eDRMS coinciding with a refreshed eDRMS training program
- continued recordkeeping training and awareness provided throughout QRA for all the staff
- continued use of digitisation and disposal policy and the State Archivists approved General Retention and Disposal Scheme to digitise and dispose of eligible physical public records that have been assessed as low risk and/or low value.

## Information Security

During the mandatory annual Information Security reporting process for 2020–21, QRA attested to the appropriateness of its information security risk management to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and QRA's information security risk position.

QRA has continued to uplift its approach to information security through 2020–21. During the year, QRA performed a gap assessment over its information security practices and developed a roadmap to enhance QRA's information security capabilities. Key initiatives completed during the year included implementation of an Information Security Policy; provision of security awareness through presentations at key leadership meetings and communications with staff, defining the security roles and responsibilities of QRA's managed service provider and defining the organisations' information asset 'crown jewels'.

# Governance – human resources

## Staffing

The number of full-time equivalent (FTE) positions as at 30 June 2021 is 89. QRA also draws on secondments and interchange agreements to and from other government agencies, contractors and agency staff to support its operations and surge requirements during disaster events.

Over the last 12 months, QRA has placed a greater focus on supporting its workforce to adapt and deliver in a fluid, operating environment. QRA employees attended leadership capability programs and public sector management training. Employees were also supported to pursue individual learning and development opportunities aligning to their QRA performance development agreements, and core business skills training including psychological first aid and government writing.

QRA has also supported, to the extent where practicable, part-time and flexible working arrangements in addition to targeted management of fatigue and work life balance. Conscious of the challenges that COVID-19 and restrictions have on people, QRA has offered and provided support, where required, to assist impacted staff and implemented a clear Return to Office plan and regular updates to provide a COVID-safe workplace and clear guidance on working arrangements during the pandemic.

During the period, one employee received a redundancy package at a cost of \$33,971.

## Workforce Planning

QRA is guided by the Public Service Commission's strategic human capital outlook and various initiatives to inform strategic workforce management, leadership and capability development activities. QRA is committed to continued review and assessment of the organisations workforce profile in alignment with the sector.

QRA is in the process of implementing an updated strategic workforce plan to ensure QRA is an inclusive workforce composed of the right people, skills and capabilities to deliver on the strategic objectives. Integrating the workforce plan into the business performance and financial planning process ensures a clear focus on achieving QRA objectives and builds a culture that is aligned to our guiding principles.

Performance development agreements (PDA) for employees are produced annually and reviewed six monthly. Through the PDA process, employees develop a clear understanding of their contribution to the achievement of QRA's strategic vision.

## Public Sector Ethics Act

QRA adheres to the *Code of Conduct for the Queensland Public Service* (the Code) which is aligned to the principles and values outlined in the *Public Sector Ethics Act 1994*.

The Code gives QRA a framework to ensure the organisation maintains its professional standards. The code outlines the expectations for all staff and provides information on the ethical values and behaviour required in QRA's daily business activities. QRA continues to apply mandatory comprehensive training on an annual basis to ensure that employees and contractors are aware of their obligations under the Code and the ethics principles of the *Public Sector Ethics Act 1994*.

Information on the Code is provided to all new employees during their induction and electronic copies are available for ongoing reference. Managers monitor that employees are adhering to the Code and are meeting performance expectations regarding their conduct.

## Human rights

QRA respects, protects and promotes human rights in our decision-making and actions, vision and purpose.

QRA received no human rights complaints during the 2020–21 year.

## Professional development and training

QRA is committed to the development of our workforce and building a high-performing and sustainable culture.

Throughout 2020–21, QRA continued to focus on developing business critical skills, leadership and management capabilities. To enhance these capabilities QRA has utilised online and face to face training modules.

## Overseas travel

An overseas travel expenditure report for the 2020–21 reporting year was not required due to overseas travel not being undertaken by any officers of QRA.

## Culture and values

QRA's culture and values continue to underpin how we deliver on our strategic objectives, and guide how we continue to learn, grow and innovate as a leading organisation in disaster recovery and resilience. QRA's culture and value statements are:

### Purpose

- Everything we do is focused on helping communities recover from disasters and making Queensland the most disaster resilient state in Australia.
- We act responsibly, ethically and with authenticity.

### Results

- We achieve results not only through action, but also through coordination and collaboration.
- We 'step up' when we need to strive for excellence.
- We are accountable for our actions and deliver on our promises.

### Learning

- We always seek to deliver smarter and more efficiently.
- We challenge the 'norms' of how we do things, embrace new ideas and encourage innovation.
- We recognise that developing our staff's skills benefits all of us.
- We continuously seek and provide constructive feedback.

### Caring

- We foster a healthy, sustainable workplace.
- We collaborate with and respect our colleagues.
- We are always approachable.
- We are one team.

### Enjoyment

- We have fun at work, and celebrate our achievements and personal milestones.
- We recognise each other's successes.
- We are inclusive and celebrate diversity.
- We provide opportunities to contribute to the community.

# Financial Performance

The financial statements included in this annual report provide specific information about QRA's financial performance and position for 2020–21.

## Operating Result

QRA recorded an operating deficit of \$7.873 million for the 2020–21 financial year. This result was driven by disaster recovery grant expenditure being higher than the revenue QRA received from Queensland Treasury to fund grant payments during the year as grants payments that had previously been expected to be paid in 2019–20 were paid in 2020–21.

The following table summarises the financial results of QRA for the last two financial years:

### Summary of Financial Results for QRA

Queensland Reconstruction Authority	2021 \$'000	2020 \$'000
Income	704,337	870,840
Expenses	712,210	870,107
<b>Profit (loss) for the year</b>	<b>(7,873)</b>	<b>733</b>

QRA's income of \$704.337 million consists of \$628.469 million grants received from the state to fund NDRRA and DRFA disaster recovery grant payments, other state grant funding of \$37.932 million, including for Get Ready Queensland and QDRF, operational funding of \$37.475 million received as grant funding from Queensland Treasury and other income of \$0.461 million that is primarily sponsorship received for Get Ready Queensland.

QRA's expenses of \$712.210 million consists primarily of grants expenses. Grant expenses totalling \$676.812 million were paid in 2020–21 for disaster recovery grants and other grants to councils, state agencies and non-government organisations in relation to NDRRA, DRFA, Get Ready Queensland, QRRRF and QDRF.

QRA's expenditure for operations was \$35.398 million and principally comprised costs for employee expenses of \$13.356 million, supplies and services of \$20.458 million, other expenses of \$0.328 million and depreciation and amortisation of \$1.256 million.

## Financial position

The net asset position reported in the financial statements for QRA at 30 June 2021 is \$40.915 million.

At 30 June 2021, QRA held assets of \$42.489 million, comprising cash holdings of \$30.885 million, receivables of \$7.776 million, intangible assets of \$3.253 million associated with QRA's MARS grants management system and other assets of \$0.575 million.

QRA's assets were offset by \$1.574 million of current liabilities, comprising payables and accrued employee benefits.

The following table summarises the net assets of QRA for the last two financial years:

### Summary of Financial Position for QRA

Queensland Reconstruction Authority	2021 \$'000	2020 \$'000
Assets	42,489	51,182
Liabilities	1,574	2,394
<b>Net Assets</b>	<b>40,915</b>	<b>48,788</b>

# Queensland Reconstruction Authority Financial Statements

ABN 13 640 918 183

**For the year ended 30 June 2021**



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# Queensland Reconstruction Authority

## Statement of Comprehensive Income

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Income</b>			
Grant revenue	2	703,876	870,481
Other income	3	461	359
<b>Total income</b>		<b>704,337</b>	<b>870,840</b>
<b>Expenses</b>			
Grant expenses	4	676,812	834,182
Employee expenses	5	13,356	14,098
Supplies and services	7	20,458	20,229
Depreciation and amortisation	8	1,256	898
Other expenses	9	328	700
<b>Total expenses</b>		<b>712,210</b>	<b>870,107</b>
<b>(Loss)/Profit for the year</b>		<b>(7,873)</b>	<b>733</b>
<b>Total comprehensive income (Loss)/Profit for the year</b>		<b>(7,873)</b>	<b>733</b>

The accompanying notes form part of these financial statements.

# Queensland Reconstruction Authority

## Statement of Financial Position

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Current assets</b>			
Cash and cash equivalents	10	30,885	40,005
Receivables	11	7,776	6,068
Other current assets	12	406	430
<b>Total current assets</b>		<b>39,067</b>	<b>46,503</b>
<b>Non-current assets</b>			
Property, plant and equipment	13	169	224
Intangibles	14	3,253	4,455
<b>Total non-current assets</b>		<b>3,422</b>	<b>4,679</b>
<b>Total assets</b>		<b>42,489</b>	<b>51,182</b>
<b>Current liabilities</b>			
Payables	15	1,220	2,020
Accrued employee benefits	16	354	374
<b>Total current liabilities</b>		<b>1,574</b>	<b>2,394</b>
<b>Total liabilities</b>		<b>1,574</b>	<b>2,394</b>
<b>Net assets</b>		<b>40,915</b>	<b>48,788</b>
<b>Equity</b>			
Accumulated surplus		39,176	47,049
Contributed equity	17	1,739	1,739
<b>Total equity</b>		<b>40,915</b>	<b>48,788</b>

The accompanying notes form part of these financial statements.

# Queensland Reconstruction Authority

## Statement of Changes in Equity

For the year ended 30 June 2021

	Contributed equity \$'000	Accumulated surplus \$'000	Total \$'000
<b>Balance at 1 July 2019</b>	<b>1,739</b>	<b>46,316</b>	<b>48,055</b>
<b>Operating Result</b>			
Profit for the year	-	733	733
<b>Balance at 30 June 2020</b>	<b>1,739</b>	<b>47,049</b>	<b>48,788</b>
<b>Operating Result</b>			
Loss for the year	-	(7,873)	(7,873)
<b>Balance at 30 June 2021</b>	<b>1,739</b>	<b>39,176</b>	<b>40,915</b>

The accompanying notes form part of these financial statements.

# Queensland Reconstruction Authority

## Statement of Cash Flows

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Grants		703,876	870,481
GST refunded from ATO		68,105	88,662
GST collected from customers		102	60
Other		476	359
		<b>772,559</b>	<b>959,562</b>
<i>Outflows:</i>			
Employee costs		(13,467)	(14,394)
Supplies and services		(21,279)	(19,427)
Grants		(676,812)	(834,818)
GST paid to suppliers		(69,793)	(85,811)
Other		(328)	(700)
		<b>(781,679)</b>	<b>(955,150)</b>
<b>Net cash (used)/provided in operating activities</b>	<b>18</b>	<b>(9,120)</b>	<b>4,412</b>
<b>Cash flows from investing activities</b>			
<i>Outflows:</i>			
Payments for property, plant and equipment		-	(162)
Payments for intangibles		-	(1,913)
<b>Net cash used in investing activities</b>		<b>-</b>	<b>(2,075)</b>
<b>Cash flows from financing activities</b>			
<i>Inflows:</i>			
Equity contribution		-	-
<b>Net cash provided by financing activities</b>		<b>-</b>	<b>-</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(9,120)</b>	<b>2,337</b>
<b>Cash and cash equivalents at beginning of reporting period</b>		<b>40,005</b>	<b>37,668</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>10</b>	<b>30,885</b>	<b>40,005</b>

The accompanying notes form part of these financial statements.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

Note 1:	Basis of Financial Statement preparation
Note 2:	Grant revenue
Note 3:	Other income
Note 4:	Grant expenses
Note 5:	Employee expenses
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# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

### 1. Basis of Financial Statement preparation

#### (a) General information

The Queensland Reconstruction Authority (QRA) was established under the *Queensland Reconstruction Authority Act 2011* on 21 February 2011 and was made a permanent statutory body under the *Local Government and Other Legislation Amendment Act 2015* on 11 June 2015.

QRA is a Statutory Body under the *Financial Accountability Act 2009*.

QRA's principal place of business is situated at Level 11, 400 George Street, BRISBANE QLD 4000.

#### (b) Principal activities

QRA is charged with managing and coordinating the Queensland Government's program of recovery and reconstruction works within disaster affected communities, with a focus on working with state and local government partners to deliver best practice administration of public reconstruction and resilience funds.

QRA is also the State's lead agency responsible for disaster recovery and resilience policy, working collaboratively with stakeholders to improve risk reduction and disaster preparedness.

#### (c) Compliance with prescribed requirements and basis of accounting

The financial statements have been prepared in compliance with section 39 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2020.

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

The historical cost convention is used unless otherwise stated.

New accounting standards early adopted and/or applied for the first time in these financial statements are outlined in 1(f).

#### (d) Presentation

##### *Currency and rounding*

Amounts included in the financial statements are in Australian dollars and have been 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 2019–20 financial statements. Where necessary, comparative amounts have been adjusted for valid comparison to current year.

##### *Current/Non-Current classification*

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position 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 QRA 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.

#### (e) Authorisation of Financial Statements for issue

The financial statements are authorised for issue by the Chairperson and Chief Executive Officer at the date of signing the Management Certificate.

#### (f) First year application of new accounting standards or change in accounting policy

##### **Accounting standards applied for the first time**

QRA has not adopted any new accounting standards for the first time in 2020–21. No accounting standards or interpretations that apply to QRA for the first time in 2020–21 have been identified as having any material impact on the financial statements.

##### **Accounting standards early adopted**

QRA is not permitted to early adopt new or amended accounting standards ahead of their specified commencement date unless approval is obtained from Queensland Treasury (QT). Consequently, QRA has not applied any Australian Accounting Standards and interpretations that have been issued but are not yet effective. All Australian accounting standards and interpretations with future effective dates are either not applicable to QRA or expected to have no material impact to QRA.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
<b>2. Grant revenue</b>		
<i>Queensland Government Grants:</i>		
Disaster recovery funding	628,469	818,362
Operational funding	37,475	34,634
Other state funding	37,932	17,485
<b>Total</b>	<b>703,876</b>	<b>870,481</b>

### Queensland Government Grants

Grants received by QRA from the State Government are non-reciprocal in nature. QRA treats these grants as revenue upon receipt as it obtains control at this point. Disaster recovery funding comprises of the Natural Disaster Relief and Recovery Arrangements (NDRRA) and the Disaster Recovery Funding Arrangements (DRFA).

Other state funding includes funding programs such as Get Ready Queensland (Get Ready Queensland), Natural Disaster Resilience Program (NDRP), Queensland Disaster Recovery Funding (QDRF), Queensland Resilience and Risk Reduction Fund (QRRRF) and other state funded recovery and resilience projects.

From 1 July 2020 to 30 November 2020 QRA received its grant funding directly from Queensland Treasury. From 1 December 2020 QRA received its grant funding from DSDILGP, which is in principal appropriations, made by Queensland Treasury through DSDILGP. Machinery of Government (MoG) changes resulted in QRA moving from Queensland Treasury to the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) on 12 November 2020. The amount of grant revenue QRA receives is based on budgeted financial year expenditure (both for grant and operational expenditure) through the state budget process. Underspends in grant revenue are rolled into accumulated surplus, as no liability exists to return unspent grant revenue. Historically QRA has drawn down on accumulated surplus instead of grant revenue when it is required. At 30 June 2021, QRA's accumulated surplus was \$39.176 million.

### 3. Other income

Sponsorships	400	-
Expenditure reimbursed	59	358
Other	2	1
<b>Total</b>	<b>461</b>	<b>359</b>

### Other Income

Sponsorships relate to support received for the Get Ready Queensland 2020–21 program under a sponsorship agreement with Suncorp Group.

Expenditure reimbursed relates to revenue from on-charging ICT related services at cost to other Government Departments and Agencies in accordance with pre-agreed arrangements up to August 2020, at which time QRA ceased providing these services.

### 4. Grant expenses

Disaster recovery grants	648,022	814,956
Other grants	28,790	19,226
<b>Total</b>	<b>676,812</b>	<b>834,182</b>

### Grants expenses

Grants made by QRA are done in accordance with an agreement between QRA and the recipient and are non-reciprocal in nature. Grants are treated as an expense when payable as the recipient obtains the right to receive at that point. The agreement allows for an advance of grant monies prior to the approval of projects. All grants are required to be spent in accordance with the agreement and relevant grant program requirements. Disaster recovery grants disclosed in this note comprises of NDRRA and DRFA which became effective on 1 November 2018. NDRRA expenditure will phase out over the 2021–22 financial year and will be replaced by DRFA.

### Disaster Recovery Grants - State Departments and Agencies (SDAs) and Non-Government Organisations (NGOs)

Department of Transport & Main Roads	101,511	179,937
Queensland Fire and Emergency Services	32,807	34,447
Department of Communities, Housing and Digital Economy	30,470	74,887
Department of Environment and Science	15,811	2,332
Department of Tourism, Innovation and Sport	7,963	4,190
Queensland Rural & Industry Development Authority	-	55,000
Other	7,417	16,323
<b>Total</b>	<b>195,979</b>	<b>367,116</b>

Other grants comprise of State and Commonwealth grant funding programs for recovery and resilience initiatives linked to natural disasters, including Get Ready Queensland (Get Ready Queensland), Natural Disaster Resilience Program (NDRP), Queensland Disaster Resilience Fund (QDRF), Queensland Resilience and Risk Reduction Fund (QRRRF) and other state funded recovery and resilience projects.

Grant expenses include grant advances and grants for expenditure incurred on approved projects.

For the purposes of these financial statements grants made to State Departments and Agencies before the MoG change effective 12 November 2020 are reported under their new names.



# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

### 4. Grant expenses (cont'd)

#### *Disaster Recovery Grants - Local Government Authorities*

	<b>2021</b>	<b>2020</b>		<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>
Aurukun Shire Council	435	963	Logan City Council	1,652	180
Balonne Shire Council	20,246	25	Longreach Regional Council	13,179	11,275
Banana Shire Council	-	1,360	Mackay Regional Council	2,102	2,703
Barcardine Regional Council	7,868	11,379	Mapoon Aboriginal Shire Council	1,341	191
Barcoo Shire Council	3,555	7,762	Maranoa Regional Council	8,852	456
Blackall-Tambo Shire Council	7,787	6,128	Mareeba Shire Council	3,997	5,439
Boulia Shire Council	879	7,274	McKinlay Shire Council	17,019	22,281
Brisbane City Council	138	-	Moreton Bay Regional Council	-	-
Bulloo Shire Council	6,020	500	Mornington Shire Council	4,361	2,370
Bundaberg Regional Council	887	1,193	Mount Isa City Council	2,695	2,900
Burdekin Shire Council	1,895	1,664	Murweh Shire Council	5,781	853
Burke Shire Council	8,532	7,296	Napranum Aboriginal Shire Council	3,133	1,553
Cairns Regional Council	316	4,155	Noosa Shire Council	1,237	1,275
Carpentaria Shire Council	47,042	37,863	North Burnett Regional Council	-	1,577
Cassowary Coast Regional Council	8,248	8,295	Northern Peninsula Area Regional Council	1,340	2,456
Central Highlands Regional Council	-	4,254	Palm Island Aboriginal Shire Council	6,042	3,380
Charters Towers Regional Council	17,158	32,548	Paroo Shire Council	14,974	1,776
Cloncurry Shire Council	13,995	14,602	Porpuraaw Aboriginal Shire Council	2,011	1,608
Cook Shire Council	35,336	44,524	Quilpie Shire Council	16,070	1,942
Croydon Shire Council	10,183	7,626	Redland City Council	32	86
Diamantina Shire Council	4,378	4,111	Richmond Shire Council	10,430	10,445
Doomadgee Aboriginal Shire Council	-	799	Rockhampton Regional Council	-	3,769
Douglas Shire Council	3,842	7,917	Scenic Rim Regional Council	3,031	8,591
Etheridge Shire Council	2,382	3,712	Somerset Regional Council	2,326	974
Far North Qld Regional Org of Councils	28	-	South Burnett Regional Council	1,005	826
Flinders Shire Council	4,818	10,581	Southern Downs Regional Council	7,202	3,361
Fraser Coast Regional Council	-	906	Sunshine Coast Regional Council	401	1,275
Gladstone Regional Council	662	4,686	Tablelands Regional Council	1,675	2,515
Gold Coast City Council	147	7,854	Toowoomba Regional Council	12,585	2,741
Goondiwindi Regional Council	3,063	668	Torres Shire Council	533	2,903
Gympie Regional Council	958	275	Torres Strait Island Regional Council	412	3,179
Hinchinbrook Shire Council	6,092	8,347	Townsville City Council	18	664
Hope Vale Aboriginal Shire Council	1,124	1,807	Western Downs Regional Council	3,022	1,137
Ipswich City Council	446	225	Whitsunday Regional Council	53,694	43,589
Isaac Regional Council	3,445	15,769	Winton Shire Council	7,500	13,286
Kowanyama Aboriginal Shire Council	8,688	3,527	Woorabinda Aboriginal Shire Council	-	782
Livingstone Shire Council	839	2,591	Wujal Wujal Aboriginal Shire Council	259	1,635
Lockhart River Aboriginal Shire Council	10,116	8,345	Yarrabah Aboriginal Shire Council	246	94
Lockyer Valley Regional Council	338	244			
			<b>Total</b>	<b>452,043</b>	<b>447,840</b>
			<b>Total Disaster recovery grants</b>	<b>648,022</b>	<b>814,956</b>

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
<b>5. Employee expenses</b>		
<i>Employee benefits</i>		
Wages and salaries	9,822	10,402
Annual leave levy	967	1,057
Long service leave levy	245	255
Employer superannuation contributions	1,333	1,358
Board fees	147	84
Other employee benefits	119	114
	<b>12,633</b>	<b>13,270</b>
<i>Employee related expenses</i>		
Payroll tax	619	639
Other employee related expenses	104	189
	<b>723</b>	<b>828</b>
<b>Total</b>	<b>13,356</b>	<b>14,098</b>

### Wages and Salaries

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. As QRA expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Sick leave entitlements are non-vesting and are only paid upon valid claims for sick leave by employees. Sick leave expense is expensed in the reporting period in which the leave is taken by the employee.

### Annual and Long Service Leave

Under the Queensland Government's Annual and Long Service Leave Schemes, a levy is made on QRA to cover the cost of employees' annual (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual and long service leave are claimed from the scheme quarterly in arrears.

### Employer Superannuation Contributions

Contributions to superannuation funds are recorded as they become payable and QRA's legal or constructive obligation is limited to these contributions.

### Board Fees

The remuneration and membership of the Queensland Reconstruction Board increased with new appointments from 1 January 2020.

### Employee related expenses

Payroll tax, workers' compensation insurance and fringe benefit tax (FBT) are consequences of employing employees, but are not counted in an employees' total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. QRA pays workers compensation insurance premiums to WorkCover in Queensland in respect of its obligations for employee compensation.

The number of employees including both full-time employees and part-time employees measured on a full-time equivalent basis at 30 June 2021 (based upon the fortnight ending 2 July 2021) is:

	No.	No.
QRA employees	87	93
<b>Total</b>	<b>87</b>	<b>93</b>

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

### 6. Key management personnel and remuneration

#### (a) Key management personnel

QRA's responsible Minister is identified as part of QRA's key management personnel (KMP). QRA's Minister for the period between 1 July 2020 to 11 November 2020 was the Treasurer and Minister for Infrastructure and Planning. From 12 November 2020, QRA's responsible Minister changed to the Deputy Premier and Minister for State Development, Infrastructure, Local Government and Planning.

The following details for non-Ministerial KMP reflect those agency positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2020–21.

Position	Responsibilities under the Queensland Reconstruction Authority Act 2011	Contract classification and appointment authority	Name	Date appointed to/ or ceased from position
<b>Chief Executive Officer (CEO)</b>	Undertake or commission investigations to ensure the correct processes are adhered to in the rebuilding and recovery of affected Queensland communities; make recommendations to the Minister; and ensure QRA performs its functions effectively and efficiently.	Appointed by Governor in Council, s14 <i>Queensland Reconstruction Authority Act 2011</i>	Brendan Moon	Appointed 01/07/2016
<b>Chair</b>	Leading and directing the activities of the board to ensure the board performs its functions appropriately.	Appointed by Governor in Council, s30 <i>Queensland Reconstruction Authority Act 2011</i>	Stuart Smith Michael Walsh	Ceased 30/08/2020 Appointed 02/10/2020
<b>Board Members</b>	Set the strategic priorities for QRA; make recommendations to the Minister; and ensure QRA performs its functions and exercises its powers in an appropriate, effective and efficient way.	Appointed by Governor in Council, s30 <i>Queensland Reconstruction Authority Act 2011</i>	Margaret de Wit Anne Swinbourne Belinda Murphy Kirsty Kelly Louise Abell Robert Glasser Stephan Gollschewski	Appointed 01/07/2016 Appointed 01/01/2020 Appointed 01/01/2020 Appointed 01/01/2020 Appointed 01/01/2020 Appointed 01/01/2020 Appointed 01/01/2020

#### (b) Remuneration

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. QRA 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 Queensland 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 for QRA's non-Ministerial KMP is set by the Governor in Council.

Remuneration packages for KMP comprise the following components:

- Short term employee expenses which include:
  - Monetary Expenses: consisting of base salary, allowances and leave entitlements earned and expensed (including levies payable) for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
  - Non-Monetary Expenses: 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 superannuation contributions;
- Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.
- No performance bonuses are paid.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

### 6. Key management personnel and remuneration (cont'd)

#### (b) Remuneration (cont'd)

The following disclosures focus on the expenses incurred by QRA that is attributable to key management positions during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

2020–21		Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
Position	Name	Monetary Expenses \$'000	Non-Monetary Expenses \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	Brendan Moon	390	-	10	48	-	448
Chair <sup>1</sup>	Stuart Smith	14	-	-	1	-	15
Chair <sup>2</sup>	Michael Walsh	61	-	-	6	-	67
Board Member	Margaret de Wit	12	-	-	1	-	13
Board Member	Louise Abell	12	-	-	1	-	13
Board Member	Robert Glasser	12	-	-	1	-	13
Board Member	Kirsty Kelly	12	-	-	1	-	13
Board Member	Belinda Murphy	12	-	-	1	-	13
Board Member	Anne Swinbourne	12	-	-	1	-	13
<b>Total</b>		<b>537</b>	<b>-</b>	<b>10</b>	<b>61</b>	<b>-</b>	<b>608</b>

<sup>1</sup> Ceased 30/08/2020

<sup>2</sup> Appointed 02/10/2020

Stephan Gollschewski was not remunerated as he is a Public Sector employee.

2019–20		Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
Position	Name	Monetary Expenses \$'000	Non-Monetary Expenses \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	Brendan Moon	390	-	9	48	-	447
Chair <sup>1</sup>	Richard Wilson	58	-	16	4	-	78
Chair <sup>2</sup>	Stuart Smith	42	-	-	4	-	46
Board Member <sup>1</sup>	Steve Golding	3	-	-	-	-	3
Board Member	Margaret de Wit	9	-	-	1	-	10
Board Member <sup>2</sup>	Louise Abell	6	-	-	1	-	7
Board Member <sup>2</sup>	Robert Glasser	6	-	-	1	-	7
Board Member <sup>2</sup>	Kirsty Kelly	6	-	-	1	-	7
Board Member <sup>2</sup>	Belinda Murphy	6	-	-	1	-	7
Board Member <sup>2</sup>	Anne Swinbourne	6	-	-	1	-	7
<b>Total</b>		<b>532</b>	<b>-</b>	<b>25</b>	<b>62</b>	<b>-</b>	<b>619</b>

<sup>1</sup> Ceased 31/12/2019

<sup>2</sup> Appointed 01/01/2020

Judith Zielke, Mark Crossweller, Robert Gee and Stephan Gollschewski were not remunerated as they are Public Sector employees.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000	
<b>7. Supplies and services</b>			
Contractors	13,959	13,668	<b>Contractors</b> Contractors employed through labour hire agencies are not classified as employees. There is no contractual relationship between the entity and the individual in the arrangement and are classified as supplies and services.
ICT managed services	1,799	2,084	
Occupancy costs	997	947	<b>Occupancy costs</b> Occupancy costs include QRA's operating lease rental. The payments for this operating lease are representative of the pattern of benefits derived from the leased asset and are expensed in the periods in which they are incurred.
Travel	668	804	
Supplies and consumables	1,591	1,447	
Other supplies and services	1,444	1,279	
<b>Total</b>	<b>20,458</b>	<b>20,229</b>	
<b>8. Depreciation and amortisation</b>			
Depreciation	55	55	<b>Depreciation and Amortisation</b> Depreciation is principally related to an office refurbishment that QRA undertook during 2019–20 to increase floor capacity. Amortisation is related to internally developed software for QRA's grant management system. The software has a useful life of 5 years. Amortisation is calculated on a straight line basis over the estimated useful life of the asset. Straight line amortisation is used reflecting the expected consumption of economic benefit on a progressive basis over the intangible's useful life. The residual value of the intangible asset is zero.
Amortisation	1,201	843	
<b>Total</b>	<b>1,256</b>	<b>898</b>	
<b>9. Other expenses</b>			
Audit and other assurance fees - external	328	700	<b>Audit and other assurance services fees</b> Total audit fees quoted by the Queensland Audit Office (QAO) relating to the audit of the 2020–21 financial statements of QRA is \$41,000 (2019–20: \$41,000) and for the audit of the 2019–20 Commonwealth NDRRA/DRFA Certificate which occurred in 2020–21 was \$179,000 (2019–20: \$263,475). Other assurance services fees relating to the assurance engagement on controls of the 2018–20 DRFA Management system is \$108,000 (2019–20: \$272,206).
<b>Total</b>	<b>328</b>	<b>700</b>	
<b>10. Cash and cash equivalents</b>			
Cash at bank - Grant account	15,929	27,996	<b>Cash and cash equivalents</b> For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques received but not banked at 30 June 2021. Grant funds are held in a separate bank account to operating funds. As advised by Queensland Treasury, this account is within the whole of Government offset facility with the Queensland Treasury Corporation and interest earned is credited to State Consolidated Funds rather than QRA. QRA is not exposed to interest rate risk as all interest earned is credited to State Consolidated Funds.
Cash at bank - Operating accounts	14,956	12,009	
<b>Total</b>	<b>30,885</b>	<b>40,005</b>	
<b>11. Receivables</b>			
GST receivable	7,493	5,906	<b>Receivables</b> Receivables are recognised at the amounts due at the time of service delivery. Settlement of these amounts is generally required within 30 days from invoice date.
Trade receivables	51	66	
Annual leave reimbursements	213	75	<b>Credit risk exposure of receivables</b> The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets inclusive of any provision for impairment. No impairment loss has been recognised for 2020–21 financial year. No receivables are past due or impaired.
Long service leave reimbursements	19	21	
<b>Total</b>	<b>7,776</b>	<b>6,068</b>	
<b>12. Other Current Assets</b>			
Prepayments	406	430	<b>Other Current Assets</b> Payments for goods and services which are to be provided in future periods are recognised as prepayments.
<b>Total</b>	<b>406</b>	<b>430</b>	

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000	
<b>13. Property, plant and equipment</b>			<b>Property, plant and equipment</b>
<i>Plant and equipment</i>			Property, plant and equipment are measured at historical cost. Items of property, plant and equipment with a cost equal to or in excess of \$5,000 are recognised for financial reporting purposes in the year of acquisition. Items with a lesser value are expensed.
At cost	18	18	
Less: Accumulated depreciation	(17)	(17)	
<i>Furniture and fittings</i>			<b>Furniture and fittings</b>
At cost	271	271	QRA undertook a partial office refurbishment during the 2019-20 Financial Year to increase floor capacity in its tenancy at 400 George Street.
Less: Accumulated depreciation	(103)	(48)	
<b>Total</b>	<b>169</b>	<b>224</b>	
<b>14. Intangibles</b>			<b>Intangibles</b>
<i>Software: internally generated</i>			Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements, whereas items with a lesser value are expensed.
At cost	5,640	5,640	Intangible assets comprise of internally developed software for QRA's grant management system. There is no active market for this intangible asset so the asset is recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.
Less: Accumulated amortisation	(2,387)	(1,185)	Expenditure on research or training activities relating to internally-generated intangible assets is recognised as an expense in the period in which it is incurred.
<b>Total</b>	<b>3,253</b>	<b>4,455</b>	The useful lives of intangible assets are assessed to be finite. Intangible assets are tested for impairment where an indicator of impairment exists. Principally, the intangible asset is assessed for impairment by reference to the actual and expected continuing use of the asset by QRA, including discontinuing the use of the software.
<b>15. Payables</b>			<b>Payables</b>
Trade creditors	857	1,725	Trade creditors are recognised for amounts payable in the future for goods and services received, whether or not billed to QRA and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are generally unsecured, not subject to interest charges and are normally settled within 20 to 30 days of invoice receipt.
Other payables	363	295	
<b>Total</b>	<b>1,220</b>	<b>2,020</b>	
<b>16. Accrued employee benefits</b>			<b>Accrued employee benefits</b>
<i>Current accrued employee benefits</i>			No provision for annual leave or long service leave is recognised in QRA'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.
Annual leave levy payable	286	300	
Long service leave levy payable	68	74	
<b>Total</b>	<b>354</b>	<b>374</b>	

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
<b>17. Contributed Equity</b>		
Net transfer in from other Queensland Government entity	1,739	1,739
<b>Total</b>	<b>1,739</b>	<b>1,739</b>

### Contributed equity

The contribution of equity relates to \$1.739 million transferred to QRA in 2018 in relation to QRA assuming responsibility for administering the NDRP program. The contribution related to savings realised in prior year programs.

### 18. Reconciliation of Profit (loss) for the year to net cash flow from operating activities

(Loss)/profit for the year	(7,873)	733
<i>Non-cash items included in operating result:</i>		
Depreciation and amortisation expense	1,256	898
<i>Changes in assets and liabilities:</i>		
(Increase)/decrease in receivables	(1,708)	3,001
Decrease/(increase) in other current assets	24	(225)
(Decrease)/increase in payables	(800)	201
(Decrease) in accrued employee benefits	(19)	(196)
<b>Net cash (used)/provided in operating activities</b>	<b>(9,120)</b>	<b>4,412</b>

QRA received grant advance funding from Queensland Treasury in 2010–11, 2011–12, 2013–14, 2016–17 and 2019–20 resulting in surpluses reported in the financial statements for those years. The losses for 2017–18, 2018–19 and 2020–21 were funded from the prior year surpluses.

### 19. Commitments

#### Non-cancellable operating lease

Commitments under operating leases at reporting date are inclusive of non-recoverable GST and are payable as follows:

Not later than one year	1,143	1,090
Later than one year and not later than five years	5,134	4,905
Later than five years	707	2,079
<b>Total</b>	<b>6,984</b>	<b>8,074</b>

Operating leases are entered into as a means of acquiring access to office accommodation. The Operating lease terms expire in December 2026. Lease payments are fixed with annual escalation of 3.5% in January of each year.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

### 20. Related Parties

#### *Transactions with other Queensland Government-controlled entities*

QRA's predominate source of funding is grant funding from Queensland Treasury made through DSDILGP (refer Note 2).

Disaster recovery grants are made to various Queensland Government controlled entities (refer Note 4).

QRA makes payments to Queensland Government controlled entities for general operating expenditure. Examples of this expenditure include officer interchange costs, payroll tax, workers compensation premiums, payments for payroll services provided, and occupancy costs. These payments are made based on agreed terms and are consistent with the terms provided to other government entities.

QRA was reimbursed by other Queensland Government controlled entities for the provision of ICT related services at cost (refer Note 3), until cessation of arrangement in August 2020.

### 21. Events after the end of the reporting period

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of QRA, the results of those operations, or the state of affairs of QRA in future financial years.

### 22. Other information

#### *Taxation*

QRA is exempt from income tax under the Income Tax Assessment Act 1936 and is exempted from other forms of Commonwealth taxation with the exception of FBT and GST. GST credits receivable from, and GST payable to, the Australian Taxation Office (ATO) are recognised (refer to Note 11).

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the ATO. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

#### *Insurance*

QRA's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF), premiums being paid on a risk assessment basis.

#### *Financial Instruments*

QRA's activities expose it to limited financial risk. QRA has implemented a financial risk management framework that seeks to minimise potential adverse effects on the financial performance of QRA.

QRA's financial instruments comprise of Receivables and Payables. QRA does not enter into transactions for speculative purposes, nor for hedging.

Financial assets and liabilities are recognised in the Statement of Financial Position when QRA becomes party to the contractual provisions of the financial instrument, and are held at amortised cost.

QRA does not recognise any financial assets and liabilities at fair value. The fair value of Receivables and Payables is assumed to approximate the value of the original transaction.

#### *Climate Risk*

The authority has not identified any material climate related risks relevant to the financial report at the reporting date, however constantly monitors the emergence of such risks under the Queensland Government's Climate Transition Strategy.

#### *COVID-19*

QRA has not identified any material COVID impacts relevant to the financial report at the reporting date.



# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2021

### 23. Budget vs actual comparison

#### Statement of Comprehensive Income

	Variance Note	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000	Variance % of Budget
<b>Income</b>					
Grant revenue	v1	764,700	703,876	(60,824)	-8%
Other revenue		-	461	461	100%
<b>Total income</b>		<b>764,700</b>	<b>704,337</b>	<b>(60,363)</b>	<b>-8%</b>
<b>Expenses</b>					
Grant expenses	v2	730,237	676,812	53,425	7%
Employee expenses	v3	15,228	13,356	1,872	12%
Supplies and services	v4	19,258	20,458	(1,200)	-6%
Depreciation and amortisation		1,104	1,256	(152)	-14%
Other expenses		612	328	284	46%
<b>Total expenses</b>		<b>766,439</b>	<b>712,210</b>	<b>54,229</b>	<b>7%</b>
<b>Loss for the year</b>		<b>(1,739)</b>	<b>(7,873)</b>	<b>(6,134)</b>	<b>353%</b>
<b>Total comprehensive loss for the year</b>		<b>(1,739)</b>	<b>(7,873)</b>	<b>(6,134)</b>	<b>353%</b>

#### Explanations of major variances

- v1** The decrease is due to lower grants income required to fund the lower level of grants and subsidies expenditure.
- v2** The decrease is due to approvals for delivery agents to extend delivery of their reconstruction works beyond the normal deadline imposed by DRFA of 30 June 2021 and into 2021–22 as a result of unavoidable delays due to COVID-19 impacts. This means that payments for the remaining program will be spread across 2020–21 and 2021–22 as works are delivered over the extended timeframe.
- v3** Employee expenses is lower than expected as QRA's total budgeted staff of 104 FTEs includes capacity to upscale operations as required during disaster recovery activities. The full upscaling in operations was not required in 2020–21 with actual FTEs of 87 as at 30 June 2021 (based upon the fortnight ending 2 July 2021).
- v4** The increase is primarily due to spending incurred on additional Get Ready Queensland community information and awareness campaigns, funded through sponsorship from Suncorp Group and special DRFA Category C funding packages associated with the Central Queensland Bushfires and 2019 North & Far North Queensland Monsoon Trough events.

## CERTIFICATE OF THE QUEENSLAND RECONSTRUCTION AUTHORITY

These general purpose financial statements have been prepared pursuant to the provisions of section 62(1) of the Financial Accountability Act 2009 (the Act), section 39 of the Financial and Performance Management Standard 2019 and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (i) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (ii) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of QRA for the financial year ended 30 June 2021 and of the financial position of QRA at the end of that year; and

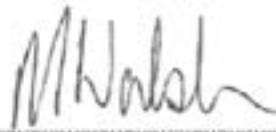
We acknowledge responsibility under sections 7 and 11 of the Financial and Performance Management Standard 2019 for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



**Brendan Moon**  
Chief Executive Officer

**Queensland Reconstruction Authority**

Date: 17 August 2021



**Michael Walsh**  
Chairperson

**Queensland Reconstruction Authority**

Date: 17 August 2021



# **Independent Auditor's Report**

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## INDEPENDENT AUDITOR'S REPORT

To the Board of Queensland Reconstruction Authority

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Queensland Reconstruction Authority.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2021, 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 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows 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 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 entity 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 Auditing Standards*.

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

#### Responsibilities of the entity for the financial report

The Board 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 2019 and Australian Accounting Standards, and for such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Board is also responsible for assessing the entity'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 entity 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. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial 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 entity 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 Board 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.

## Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

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

## Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



Vaughan Stemmett  
as delegate of the Auditor-General

17 August 2021

Queensland Audit Office  
Brisbane

# Ministerial Directions

Under Section 12(3)(a) of the QRA Act, QRA must include in its Annual Report details of any direction or notice given by the Minister during the financial year to which the report relates.

To streamline processes and reduce administrative burden, during 2020 QRA sought a Ministerial Direction to administer DRFA funding for the 2020–21 fiscal year, approved by the Deputy Premier on 19 January 2021.

# Performance indicators and service standards

## Coordination of natural disaster recovery and resilience activities

The objective of this service area is to demonstrate accountability in the use of natural disaster and resilience funding and support the Queensland economy and job growth by coordinating the rapid restoration of communities following natural disasters and building their resilience to future events.

This service area recognises that QRA is actively managing and coordinating Queensland's program of recovery and reconstruction works within disaster impacted communities to ensure timely reconstruction, value for money is achieved and expenditure claimed is eligible for Australian Government reimbursement under Natural Disaster Relief and Recovery Arrangements (NDRRA) and Disaster Recovery Funding Arrangements (DRFA) through:

- managing the close-out and acquittal of NDRRA and DRFA expenditure
- to obtain an unqualified audit opinion from the Queensland Audit Office in relation to claims for Australian Government
- reimbursement of eligible expenditure as natural disasters occur, assisting with disaster recovery operations and supporting local governments in their recovery processes, and undertaking rapid damage assessments of commercial, residential (in conjunction with Queensland Fire and Emergency Services) and council infrastructure in the worst hit areas.

Coordination of natural disaster recovery and resilience activities	2020–21 Target/Est	2020–21 Actual
<b>Service standards</b>		
Effectiveness measure	100%	100%
Percentage of reconstruction projects completed within required timeframes		
Efficiency measures		
Immediate disaster recovery operating costs per dollar of new disaster event damage <sup>1</sup>	0.25%	0.04 %
Get Ready Queensland operating costs to administer/manage community activities as a percentage of the total Get Ready Queensland grant program <sup>2</sup>	15%	12.9%

### Notes:

1. The variance between the 2020–21 Target/Estimate and 2020–21 Estimated Actual is as a result of smaller scale disaster events occurring in 2020–21 for which recovery requirements were able to be met principally through existing operational capacity and reduced travel costs due to COVID-19 restrictions.
2. The variance between the 2020–21 Target/Estimate and 2020–21 Estimated Actual is as a result of a partnership with Suncorp, where some Get Ready Queensland operational costs incurred over the period have been offset with Get Ready Queensland sponsorship monies received from Suncorp.



<b>Queensland Reconstruction Authority Board</b>	
<b>Act or instrument</b>	<i>Queensland Reconstruction Authority Act 2011</i>
<b>Functions</b>	<p>The functions of the board are to:</p> <ul style="list-style-type: none"> <li>• set the strategic priorities for the authority</li> <li>• make recommendations to the Minister about priorities for community infrastructure, other property and community services needed for the protection, rebuilding and recovery of affected communities, and the need for declaration of declared projects and reconstruction areas</li> <li>• ensure the authority performs its functions and exercises its powers in an appropriate, effective and efficient way.</li> </ul>
<b>Achievements</b>	<p>The achievements of the board during 2020–21 include:</p> <ul style="list-style-type: none"> <li>• eight meetings held over the course of 12 months</li> <li>• review and implementation of new strategic vision, purpose and objectives for QRA, for the period 2021–25</li> <li>• provision of quarterly reporting to the Deputy Premier on QRAs functions and activities for the related quarter</li> <li>• direct engagement with local councils via a board regional tour during May 2021.</li> </ul>
<b>Financial reporting</b>	Not exempted from audit by the Auditor-General and Transactions of the entity are accounted for in the financial statements.

#### Remuneration

<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>
<b>Chair to 30/08/2020</b>	Stuart Smith	2	\$93k pa	-	\$15k (as Chair for 2 months)
<b>Chair from 02/10/2020</b>	Michael Walsh	6	\$93k pa	-	\$67k (as Chair for 9 months)
<b>Board Member</b>	Margaret de Wit	7	\$13k pa	-	\$13k
<b>Board Member</b>	Louise Abell	7	\$13k pa	-	\$13k
<b>Board Member</b>	Robert Glasser	7	\$13k pa	-	\$13k
<b>Board Member</b>	Kirsty Kelly	8	\$13k pa	-	\$13k
<b>Board Member</b>	Belinda Murphy	8	\$13k pa	-	\$13k
<b>Board Member</b>	Anne Swinbourne	8	\$13k pa	-	\$13k
<b>Board Member</b>	Stephan Gollschewski	7	\$0 pa	-	\$0
<b>No. scheduled meetings/sessions</b>	8				
<b>Total out of pocket expenses</b>	\$838.93 out of pocket expenses during FY2020–21 that were reimbursed to board members and board chairman.				

# Annual Report Requirements

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</li> </ul>	ARRs – section 7	5
Accessibility	<ul style="list-style-type: none"> <li>Table of contents</li> <li>Glossary</li> </ul>	ARRs – section 9.1	4, 52
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 9.2	3
	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	Queensland Government Language Services Policy ARRs – section 9.3	3
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	Copyright Act 1968 ARRs – section 9.4	3
	<ul style="list-style-type: none"> <li>Information Licensing</li> </ul>	QGEA – Information Licensing ARRs – section 9.5	3
General information	<ul style="list-style-type: none"> <li>Introductory Information</li> </ul>	ARRs – section 10	8
Non-financial performance	<ul style="list-style-type: none"> <li>Government’s objectives for the community and whole-of-government plans/specific initiatives</li> </ul>	ARRs – section 11.1	9
	<ul style="list-style-type: none"> <li>Agency objectives and performance indicators</li> </ul>	ARRs – section 11.2	10,11,12, 13,14,15
	<ul style="list-style-type: none"> <li>Agency service areas and service standards</li> </ul>	ARRs – section 11.3	48
Financial performance	<ul style="list-style-type: none"> <li>Summary of financial performance</li> </ul>	ARRs – section 12.1	23
Governance – management and structure	<ul style="list-style-type: none"> <li>Organisational structure</li> </ul>	ARRs – section 13.1	16
	<ul style="list-style-type: none"> <li>Executive management</li> </ul>	ARRs – section 13.2	17, 18, 19
	<ul style="list-style-type: none"> <li>Government bodies (statutory bodies and other entities)</li> </ul>	ARRs – section 13.3	49
	<ul style="list-style-type: none"> <li>Public Sector Ethics</li> </ul>	Public Sector Ethics Act 1994 ARRs – section 13.4	22
	<ul style="list-style-type: none"> <li>Human Rights</li> </ul>	Human Rights Act 2019 ARRs – section 13.5	22
	<ul style="list-style-type: none"> <li>Queensland public service values</li> </ul>	ARRs – section 13.6	9
Governance – risk management and accountability	<ul style="list-style-type: none"> <li>Risk management</li> </ul>	ARRs – section 14.1	20
	<ul style="list-style-type: none"> <li>Audit committee</li> </ul>	ARRs – section 14.2	NA
	<ul style="list-style-type: none"> <li>Internal audit</li> </ul>	ARRs – section 14.3	20
	<ul style="list-style-type: none"> <li>External scrutiny</li> </ul>	ARRs – section 14.4	20
	<ul style="list-style-type: none"> <li>Information systems and record keeping</li> </ul>	ARRs – section 14.5	21
	<ul style="list-style-type: none"> <li>Information Security attestation</li> </ul>	ARRs – section 14.6	21

Summary of requirement	Basis for requirement	Annual report reference	
Governance – human resources	<ul style="list-style-type: none"> <li>• Strategic workforce planning and performance</li> </ul>	ARRs – section 15.1	22
	<ul style="list-style-type: none"> <li>• Early retirement, redundancy and retrenchment</li> </ul>	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	22
Open Data	<ul style="list-style-type: none"> <li>• Statement advising publication of information</li> </ul>	ARRs – section 16	3
	<ul style="list-style-type: none"> <li>• Consultancies</li> </ul>	ARRs – section 33.1	<a href="http://data.qld.gov.au">data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>• Overseas travel</li> </ul>	ARRs – section 33.2	<a href="http://data.qld.gov.au">data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>• Queensland Language Services Policy</li> </ul>	ARRs – section 33.3	<a href="http://data.qld.gov.au">data.qld.gov.au</a>
Financial statements	<ul style="list-style-type: none"> <li>• Certification of financial statements</li> </ul>	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	
	<ul style="list-style-type: none"> <li>• Independent Auditor’s Report</li> </ul>	FAA – section 62 FPMS – section 46 ARRs – section 17.2	

# Glossary

<b>ARRs</b>	Annual report requirements for Queensland Government Agencies
<b>CEO</b>	Chief Executive Officer
<b>DRFA</b>	Disaster Recovery Funding Arrangements
<b>eDRMS</b>	electronic Document and Records Management System
<b>EMA</b>	Emergency Management Australia
<b>FAA</b>	Financial Accountability Act 2009
<b>FTE</b>	Full-Time Equivalent
<b>FPMS</b>	Financial and Performance Management Standard 2009
<b>LGA</b>	Local Government Authority
<b>NDRRA</b>	Natural Disaster Relief and Recovery Arrangements
<b>NDRP</b>	Natural Disaster Resilience Program
<b>PDA</b>	Performance Development Agreement
<b>QAO</b>	Queensland Audit Office
<b>QRRRF</b>	Queensland Risk Reduction and Resilience Fund
<b>QRA</b>	Queensland Reconstruction Authority
<b>QRA Act</b>	Queensland Reconstruction Authority Act 2011
<b>QSDR</b>	Queensland Strategy for Disaster Resilience
<b>Resilient Queensland</b>	Resilient Queensland 2016 - implementing the Queensland Strategy for Disaster Resilience
<b>SRC</b>	State Recovery Coordinator
<b>SRPPC</b>	State Recovery Planning and Policy Coordinator
<b>The Code</b>	Code of Conduct for the Queensland Public Service

ANNUAL REPORT 2020–2021

**Queensland Reconstruction Authority**

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