

**ANNUAL  
REPORT  
2021–2022**





# Accessibility

This Annual Report provides information about the Queensland Reconstruction Authority's (QRA) financial and non-financial performance for 2021–22. 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 and Minister Assisting the Premier on Olympics Infrastructure to 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 2021–22.

## Accessing the report

Readers are invited to view the Queensland Reconstruction Authority Annual Report 2021–22 at QRA's website at: [www.qra.qld.gov.au/about-us/annual-reports](http://www.qra.qld.gov.au/about-us/annual-reports)

Hard copies of this report are available from QRA at the following address:

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15 September 2022

The Honourable Steven Miles MP  
Deputy Premier  
Minister for State Development, Local Government, Infrastructure and Planning  
Minister Assisting the Premier on Olympics Infrastructure  
PO BOX 15009  
CITY EAST QLD 4002

Dear Deputy Premier

I am pleased to submit for presentation to the Parliament the Annual Report 2021–2022 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 201*; 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 49 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 2021–22.**

As QRA faced the most intense and destructive disaster season since its inception, I have been impressed by QRA's ability to adapt and respond to current and emerging challenges, while supporting communities to recover from previous 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 2021–22 disaster season with nine separate natural disaster events to strike the state.

These events started in November 2021 with widespread flooding throughout the South-West, with the epicentre in Goondiwindi. This was followed in the new year by Ex-Tropical Cyclone Seth which swamped Gympie, Fraser Coast and the Wide-Bay Burnett. Tropical Cyclone Tiffany in Cape York, low pressure troughs in Far North and Western Queensland, culminated in widespread ongoing floods in the South-East from February – May, which at one point, brought two-thirds of Queensland's annual rainfall, in just a matter of days.

These events saw 66 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 2021, QRA has paid more than \$772 million in disaster recovery and other grants to councils, state agencies and non-government organisations in response to all active disaster programs, including \$224 million in response to the 2021-22 disaster season events.

During this time, QRA continued to develop and deliver recovery plans and disaster assistance programs to those communities impacted by ongoing and previous natural disasters. This included management of a delivery program with an estimated value of \$4.9 billion across 20 events over the 2020–21 and 2021–22 disaster seasons, as well as the remaining works from 2019–20 that have needed extensions of time due to COVID-19.

Of note, following a successful audit by the Queensland Audit Office, on 31 March 2022, QRA submitted the State's annual DRFA claim, to secure the Commonwealth's contribution to \$959 million of disaster recovery expenditure incurred by the State in the 2020–21 financial year. The Commonwealth formally accepted and acquitted the State's 2020–21 claim on 30 June 2021, resulting in the State securing \$580 million of Commonwealth funding.

## **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
- \$19.1 million 2020–21 Queensland Resilience and Risk Reduction Fund (QRRRF)
- \$19.1 million 2021–22 QRRRF
- \$10 million North Queensland Natural Disasters Mitigation Program
- \$20 million 2020–21 Betterment Fund
- \$20 million 2021–22 Betterment Fund.

In addition, the annual \$2 million Get Ready Queensland program continues to promote preparedness and resilience with communities and councils. With the Bureau of Meteorology predicting a third La Niña-influenced summer in-a-row, it's good news that rugby league legend Johnathan Thurston has again agreed to continue his successful role as Get Ready Queensland Ambassador for the 2022–23 disaster season.

As the 2021–22 disaster season passes into history it will not only be the scale of the disaster we remember; it will be the spirit of our communities that rose to meet it. I am proud to lead an organisation that tirelessly works across state government agencies, charitable bodies, councils and the Commonwealth to ensure these communities receive the assistance they need as they continue along their recovery journey.



Michael Walsh

Chair

**Queensland Reconstruction Board**

# Message from the CEO

Queensland communities continue to demonstrate their resilience, responding to and recovering from nine events that spanned the State from the Cape to the border in 2021–22.

Following these events, which included repeated widespread flooding events not seen in the South East in more than a decade, a tropical cyclone and drenching low pressure systems across much of Northern and Western Queensland, 66 of the State's 77 local government areas (LGA) were activated for joint Commonwealth and State DRFA assistance.

In response to the most destructive disaster season since our establishment in 2011, QRA is working closely with impacted local governments and state agencies to support recovery efforts from these recent events and previous natural disasters. The State Recovery and Resilience Plan 2022–24 set out the objectives and activities for supporting longer term recovery and building community resilience.

We have secured more than \$2 billion in extraordinary assistance under the DRFA to provide support to communities in need. The packages include:

- \$741 million Resilient Homes Fund
- \$177.7 million for human and social initiatives including psychosocial-mental health services and emotional wellbeing support and short to medium term accommodation
- \$154 million to rebuild, recover and improve the resilience of community, sporting and recreational assets
- \$56.9 million for environmental recovery including flood risk management, riparian recovery, weed and pest management, biodiversity conservation and restoration of environmental assets
- \$27 million for industry, small business and tourism recovery
- \$150 million for concessional loans to support medium and large businesses
- \$150 million Betterment Fund
- \$30 million Clean-Up Package for beaches, waterways and parks.

In addition, 23 affected councils each received a \$1 million injection to assist with urgent recovery and clean-up works, with Goondiwindi receiving \$2 million due to the severe impacts in the region from multiple events.

Recovery from multiple flooding events requires a coordinated large-scale reconstruction and Betterment program. We are and will continue working closely with councils and state agencies to ensure we reconnect communities promptly and with an eye to enhancing resilience.

Queensland remains the most disaster affected state in Australia, having been hit by 98 natural disaster events since the summer of 2010–11.

During this time, QRA has coordinated disaster recovery and reconstruction efforts across Queensland, administering a \$21 billion program of works under Commonwealth and State disaster recovery arrangements.

QRA's current delivery program is in the region of \$4.9 billion, comprising works from 20 events across the two most recent disaster seasons, as well as works from the 2019–20 season which have been extended to COVID-related impacts.

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.

As State Recovery Coordinator Major General Jake Ellwood has said many times, recovery from a disaster is more like a marathon than a sprint. I can assure Queenslanders that QRA's dedicated staff will continue to deliver on our vision of stronger, safer, resilient Queensland communities and stand with them on the long road to recovery.



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, increase resilience and improve preparedness for disasters.

## Our vision

Stronger, safer, resilient Queensland communities.

## Our purpose

Coordinate action to improve the resilience of Queensland communities and facilitate locally-led disaster recovery.

## Operating environment

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

This changing environment was particularly evident in 2021–22, with nine disaster events occurring across the year, including four consecutive and devastating flooding events to impact 37 of Queensland's 77 LGAs. In total, 66 of Queensland's 77 local governments were activated for DRFA assistance due to being impacted by one or more disaster events during 2021–22.

Throughout 2021–22, QRA continued to coordinate funding under DRFA. This included the inception and initial rollout of the largest suite of DRFA extraordinary recovery programs in the State's history to address recovery needs following the 2021–22 events, and a further allocation of efficiencies for a betterment fund to be allocated in parallel with the 2021–22 events' reconstruction program.

Changes to national recovery and resilience governance arrangements for natural disasters was a key focus in 2021–22, following the establishment of the National Resilience and Recovery Agency (NRRA).



# Strategic opportunities and risks

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

## Our opportunities

- Developing and delivering statewide programs that reduce the impact of future disaster events and build resilience in communities.
- Becoming a national leader in risk mitigation and disaster preparedness for our communities through programs including Betterment and Get Ready.
- Influencing the national disaster mitigation, recovery and resilience policy agenda to achieve 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, resilience and risk mitigation programs and disaster management operations.
- Improving whole-of-business processes to achieve efficiencies and process improvements.

## Our key strategic challenges

- Ensuring QRA delivers responsive services that can scale up to meet demands should Queensland experience a catastrophic disaster event, or simultaneous events.
- Guaranteeing Queensland meets requirements and timeframes under grant funding guidelines so that it does not jeopardise Commonwealth Government funding to the State.
- Maintaining a structure and capacity to deliver responsive services should there be a catastrophic disaster event across a geographically diverse area.
- Being prepared for unforeseen events such as pandemics so as not to impede QRA's ability to lead recovery or incumbent local resourcing on the ground following a disaster.
- Influencing and responding to changes in disaster management arrangements at a national level at an early stage to ensure they do not disrupt locally-led recovery or impact Queensland's longstanding disaster management arrangements.

# Strategic objectives and achievements

## Government's objectives for the community

In 2021–22 QRA continued to work toward achieving the Queensland Government's objectives for the community - Unite and Recover, through:

- Safeguarding our health by getting ready, reducing risk and building resilience
- Building Queensland by building capacity in recovery and resilience through expert leadership and partnerships
- Supporting jobs by rebuilding, recovery and reconnecting disaster impacted communities.



Ideas in action



Customers first



Be courageous



Empower people



Unleash potential

## Human rights

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

Consideration has been given to Human Rights in development or update of related policies within the 2021–22 year, including the Complaints Management Policy and the COVID-19 Vaccination Requirements policy and procedure.

No complaints relating to the *Human Rights Act 2019* were received by QRA during the reporting period, and no reviews were undertaken.

## Rebuilding, recovering and reconnecting disaster affected communities

### Our objectives

- Coordinate delivery of responsive recovery activities that incorporate risk reduction, resilience building and betterment as business-as-usual.
- Partnering to build the capacity and capability of local government to respond to disaster and facilitate timely recovery.
- Streamline grant funding systems and regulatory frameworks to ensure support is responsive, relevant and accountable.
- Deliver value for money and strong governance in administering state and Commonwealth funding programs.

### Our achievements

- Supported the State Recovery Coordinator in the development of the State Recovery and Resilience Plan 2022–2024 to provide a blueprint for all levels of government, industry, and communities to work together to not only recover Queensland from the 2021–22 summer of flooding, but to make our communities safer and stronger in the face of future floods.
- Providing recovery guidance, assistance, and support to 66 of Queensland's 77 local governments activated under DRFA for the nine events that impacted the State in the 2021–22 disaster season, including the flooding across 37 local government regions during the summer period.
- Coordinated delivery of a disaster recovery and reconstruction program worth in excess of \$5.5 billion, comprising works from 25 events across 2020 to 2022 (to be delivered through to June 2024).
- 100 per cent completion of reconstruction and resilience projects that had a deadline for completion within the 2021–22 financial year.
- 99.999 per cent reimbursement of DRFA funding to Queensland, through the submission of the State's annual claim, securing the Commonwealth's contribution to \$959 million of disaster recovery expenditure incurred by the State in the 2020–21 financial year.
- Continued enhancements to QRA's grants management system to facilitate administration of DRFA for staff and funding recipients.

## Building capacity in recovery and resilience through expert leadership and partnerships

### Our objectives

- Forge trusted, reciprocal and robust relationships with community leaders, thought leaders, and local, state, Commonwealth and international partners in relief, recovery and resilience.
- Assist local governments and communities to build knowledge and capability that drives best practice in recovery and building resilience.
- Influence and enhance the development of national relief, recovery and resilience arrangements
- Produce evidence-based data, analytics and evaluative materials that are useful to, and used by, communities and decision makers.
- Develop QRA people's capability and support their wellbeing to meet our strategic objectives.

### Our achievements

- Continued coordination of the Queensland Resilience Coordination Committee (QRCC), to provide strategic direction and advice on policies and capabilities to enhance resilience in Queensland.
- Delivered the 'FLOOD-EX21 Recovery in practice' exercise, bringing together more than 100 leaders from local, state and federal agencies to exercise and demonstrate recovery planning.
- Assisted the Commonwealth and the United Nations Office for Disaster Risk Reduction in the coordination of the Asia-Pacific Ministerial Conference on Disaster Risk Reduction (APMCDRR) held in Brisbane from 19–22 September 2022.
- Supported and promoted a sustainable work environment for QRA staff by implementing policies which support health and wellbeing, with initiatives including promoting access to flexible working arrangements, fatigue and workload management, rehabilitation and return to work support.

## Getting ready, reducing risk and building resilience

### Our objectives

- Design and deliver best practice strategies to help communities be ready, resilient and ultimately recover from future disasters.
- Prioritise and coordinate disaster resilience funding programs to maximise risk reduction and build resilience.
- Coordinate the development and implementation of whole-of-government policies to manage disaster risk.
- Provide advice to support the development of whole of government policies towards more resilient buildings, infrastructure and communities.
- Prepare Queenslanders for disaster through targeted marketing, communication and community outreach activities under Get Ready Queensland.

### Our achievements

- Continued implementing the Queensland Strategy for Disaster Resilience (QSDR) Resilient Queensland and the corresponding regional resilience strategies for completion by 31 December 2022.
- Developed the QSDR 2022–27 to guide and outline new state-led strategic commitments and actions over the next five years.
- Increased Queensland community awareness of disaster preparedness through the Get Ready Queensland campaign and other programs, with 72 per cent of people surveyed stating the campaign gave all the information they needed to be prepared.
- Delivered the Get Ready Queensland Flood and Bushfire Communication Toolkits to provide a suite of consistent flood messaging that councils and state agencies can use on social media, disaster dashboards, and other flood communication materials for local residents.
- Delivered 180 new flood warning infrastructure assets for 28 councils as part of the \$8 million Flood Warning Infrastructure Network benefiting communities of the Far North, North West, Townsville and surrounds.
- Secured a significant suite of programs within the \$2 billion+ 2022 event DRFA extraordinary assistance package to support disaster mitigation and disaster risk reduction, including the \$741 million Resilient Homes Fund which will ensure homes inundated in 2021–22 can be made more resilient to future floods, a number of flood risk management packages and \$150 million Betterment program to enable damaged public infrastructure to be 'built back better' to withstand the impacts of future disasters.

# Our performance

This section highlights QRAs achievements and performance in 2021–22.

## Disaster Recovery Funding

During 2021–22, QRA managed delivery of an active disaster recovery and reconstruction program from 25 disaster events with an estimated value in excess of \$5 billion.

Of this, close to \$4 billion of the program initiated from the nine events that impacted the state during the year resulting in 66 of the State's 77 LGAs being activated for assistance under DRFA in 2021–22. This includes more than \$2 billion in extraordinary circumstances funding to allow communities to recover from the 2021–22 Southern Queensland Floods and build future resilience.



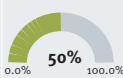




The balance of the program was for the ongoing delivery of recovery works arising from five disaster events that impacted the State in 2020 and 11 events in 2021. The majority of more than \$900 million of works from the 2020 events completed delivery during the year ahead of their 30 June 2022 deadline, with a small number of projects continuing into 2022–23 under approved extensions of time. The \$807 million program of works from the 2021 disaster season also progressed in delivery ahead of their deadline for completion in 2022–23.

During the year, QRA also established its second estimated reconstruction cost under the DRFA arrangements for inclusion in the annual claim submitted to the Australian Government on 31 March 2021. Establishment of the \$716 million estimate of the reconstruction cost associated with the 2020 disaster season was completed on time and assured without material issue by both the Queensland Audit Office (QAO) and the Australian Government. This remains a significant achievement, being the only state to have now had an estimated reconstruction cost accepted by the Commonwealth.

The state also approved an additional \$20 million of efficiencies realised in the DRFA program during the year to be allocated to a betterment fund to be allocated in parallel with the 2021–22 events' reconstruction program.

The following figure shows QRA's active delivery program and the remaining works to be delivered as at 30 June 2022.

Status of QRA's active disaster recovery delivery program as at 30 June 2022

	Prior Events in delivery	2020 Events	2021 Events	2022 Events
NUMBER OF EVENTS	-	5	11	9
\$5,800M Delivery Program	\$169M Program	\$919M Program	\$807M Program	\$3,900M Program
Deadline for Delivery	30 June 2021	30 June 2022	30 June 2023	30 June 2024
 Time Elapsed	Remainder being delivered under EOT's	Remainder being delivered under EOT's	 50%	-
 % Completion*	 98% complete	 77% complete	 3% complete	\$186M paid by QRA in initial grants in 2021–22

In addition to managing the delivery of disaster recovery works on the ground, QRA also successfully managed the acquittal of \$959 million of NDRRA/DRFA works during 2021–22. The claim comprised the estimated reconstruction cost for 2019–20 events of \$716 million and \$235 million for actual costs incurred for other DRFA and NDRRA measures on eligible disaster recovery works completed in 2020–21. 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 claim on 30 June 2022, resulting in the State securing \$580 million of Commonwealth funding.

Since its establishment in 2011, QRA has acquitted \$16.4 billion of NDRRA/DRFA expenditure, securing more than \$11.1 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.

## 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 2021–22.

### Queensland Strategy for Disaster Resilience

Following the success of the 2017 QSDR, and in light of the most intense disaster season this summer since 2011, QRA has worked to update the QSDR strategy in 2021–22.

To continue to build on this important work, the QSDR 2022–2027 will outline new state-led strategic commitments and actions over the next five years based on local and regional needs (identified through the roll-out of Resilient Queensland), with the intention of embedding resilience into business-as-usual processes.

Through the updated QSDR, the Queensland Government will make a commitment to the continued delivery of programs and initiatives that help to build safe, caring and connected communities, create jobs and a diverse economy and protect the natural environment.

### Regional Resilience Strategies

During 2021–22, 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. In developing the strategies, QRA Officers undertook more than 250 separate workshops and engagements with more than 450 contributors. Eight regions have delivered strategies, with the remaining to be complete by the end of 2022.

### Strategic flood risk management and flood warning infrastructure

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 2021–22.

QRA has worked with key stakeholders including the Bureau of Meteorology, Department of Transport and Main Roads, and local governments across Queensland to improve Queensland's flood warning infrastructure to help keep our communities safe with timely weather and flood warnings and forecasts, and to reduce the cost of future floods.

In 2021–22, 180 new flood warning infrastructure assets were delivered for 28 councils as part of the \$8 million Flood Warning Infrastructure Network (FWIN) project. These assets are now operational and benefiting communities of the Far North, North West and Townsville and surrounds.

### 2021–22 Risk Reduction and Resilience funding

\$19.1 million was made available through the 2021–22 round of the Queensland Resilience and Risk Reduction Fund (QRRRF), to help build resilience and reduce the risk of natural disasters.

In total, 53 projects have been approved for QRRRF funding to assist 28 councils, two state agencies, four universities and eight not-for-profit organisations in 2021–22.

Under the 2021–22 North Queensland Natural Disasters Mitigation Program, \$10 million was provided towards 22 council projects that aim to reduce disaster risk and lower insurance costs for residents, businesses and communities.

During 2021–22, QRA was also instrumental in administering resilience and recovery funding for Queensland communities through \$1 million local recovery and resilience grant to assist with urgent flood recovery and clean-up works for 24 affected councils, and in securing projects for Queensland from the Australian Government's National Flood Mitigation Infrastructure Program.

### Resilient infrastructure

A total of \$170 million Betterment funding has been made available to build essential public infrastructure, damaged during the 2021–22 disaster season, to a more resilient standard.

Due to the extraordinary nature of multiple events over the 2021–22 disaster season, \$150 million of Betterment funding has been made available for damage associated with the South East Queensland Rainfall and Flooding event in February, Ex Tropical Cyclone Seth in January, as well as the Central, Southern and Western Queensland Rainfall and Flooding in November and December last year. The Category D Betterment funding is provided through the joint-funded Commonwealth-State DRFA.

Additionally, for the second year in a row, \$20 million in Betterment funding is being made available under the DRFA Efficiencies framework.

The \$20 million 2021–22 Betterment Fund is available in all 66 local government areas activated for disaster funding following the nine disasters that have impacted Queensland during 2021–22.

The combined Betterment funding will allow applicable councils and state agencies to improve key assets such as culverts, roads, bridges and floodways to better withstand the impacts of natural disasters.

Queensland has shown how rebuilding impacted assets to a more resilient standard can save money in avoided costs and minimise the impact of future disasters.

## 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 2021–22 program, Get Ready Queensland provided \$2 million in funding to support the State's 77 councils and Weipa Town Authority to improve community resilience through regional Get Ready Queensland activities. Local initiatives delivered over the 12 months include emergency services expos, business continuity workshops, development of local government disaster dashboards, creation of culturally and linguistically diverse resources and school visits among many others.

To enhance Get Ready Queensland's annual statewide awareness campaign, QRA undertook market research during March–May 2021 to understand community attitudes to disaster risk and preparedness throughout Queensland. Similar research was carried out in 2020, and the new results revealed that the public continues to mostly hold a positive perception of preparedness, with people agreeing they should get ready ahead of severe weather season to give them peace of mind, ease pressure on emergency services and to support their broader community. In fact, the number of Queenslanders with a household emergency plan has increased since 2020 from 57 per cent to 62 per cent (a continued increase since 2018, when only 18 per cent had a plan). 50 per cent of households say they have an emergency kit.

Get Ready Queensland's annual statewide campaign was launched with Get Ready Queensland Week, 9–17 October 2021, with a media event at Milton 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 25 media stories and reached over 808,000 people worth \$504,938 in coverage.

Get Ready Queensland's popular school competition ran for a second year in 2021, with 74 entries from across the State. The winning school, Mary MacKillop Catholic College, won 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 online 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

**Queenslanders are facing a monumental recovery from the 2021–22 disaster season, our most impactful disaster season since 2011.**

Across nine significant weather events, 66 of Queensland's 77 local government areas were activated for joint state and federal disaster assistance, with 39 of these councils impacted by two events. 14 councils were hit by three successive floods, while Bundaberg, Gympie, North and South Burnett all suffered through four major floods since the start of 2022. With the addition of this event, the QRA has led a reconstruction and recovery program of more than \$21 billion since 2011. Thousands of individuals, families, small businesses, primary producers and sporting organisations have felt the full impact of the floods that caused even more devastation than in 2011.

To support recovery for Queensland, QRA secured more than \$2 billion in extraordinary assistance packages for communities, jointly funded by the Commonwealth and Queensland governments under the DRFA.

Grants of up to \$75,000 for primary producers, up to \$50,000 for affected small businesses and not-for-profits, and \$20,000 for sporting and community clubs and associations are available through the DRFA to help flood-affected communities get back on their feet. So far 4852 extraordinary assistance grants valued at more than \$73.5 million have been approved.

The DRFA Category A Structural Assistance Grants was raised from under \$15,000 up to \$50,000 to assist homeowners if they're uninsured or unable to access insurance. More than \$6.3 million in these grants has been approved, assisting more than 600 people.

The \$741 million Resilient Homes Fund will bolster the resilience of Queensland homes affected by recent flooding through retrofitting, house raising or the QRA administered voluntary property buy-back. QRA has worked closely with councils, the Department of Energy and Public Works, the Commonwealth, industry and insurance to design and implement the ground-breaking program, with home assessments commencing in July 2022.

Further extraordinary disaster assistance packages are supporting Queensland's medium to long-term recovery and resilience priorities, with funding for health services and wellbeing support, rebuilding community and recreational assets, improving road and transport infrastructure, supporting environmental, business, industry and tourism recovery.

Throughout the season, QRA officers have continued to support impacted local governments through their recovery journey. In addition, 24 affected councils each received a \$1 million local recovery and resilience grant to assist with urgent flood recovery and clean-up works.



## **Reconstruction monitoring**

QRA has recently completed Queensland's largest Damage Reconstruction Monitoring Assessment (DARM) since the 2011 floods, checking on almost 9000 homes and businesses across 16 flood-impacted local government areas through June 2022.

Almost 5200 properties have been assessed as still damaged, with repairs started on nearly 1700 properties – almost one-third. And more than 3400 properties, or 40 per cent, are no longer showing signs of damage.

## **State Recovery Coordinators**

During 2021–22, two State Recovery Coordinators (SRC) were appointed to lead recovery efforts from the extraordinary events of the season – Mr Paul de Jersey and Major-General Jake Ellwood.

**Mr Paul de Jersey** was appointed to the role following Cyclone Seth in January, and formally concluded his duties as SRC on 25 March 2022 following a handover period to Major-General Ellwood.

Both SRCs were instrumental in their recovery leadership, carrying out community visits, meeting with impacted Queenslanders, businesses, councils and charity organisations.

**Major General Ellwood** has also developed the State Recovery and Resilience Plan 2022–24 to provide a blueprint for all levels of government, industry and communities to work together to not only recover from Queensland's 2021–22 summer of flooding, but to make our state safer, stronger and more resilient in the face of future floods.

# Governance – structure

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

QRA is the State’s lead agency responsible for disaster recovery and resilience policy. This includes rebuilding, recovering and reconnecting disaster affected communities and building capacity in recovery and resilience through expert leadership and partnerships.

Through 2021–22, QRA was organised into four specialist divisions headed by General Managers responsible for delivery of QRA functions as follows:

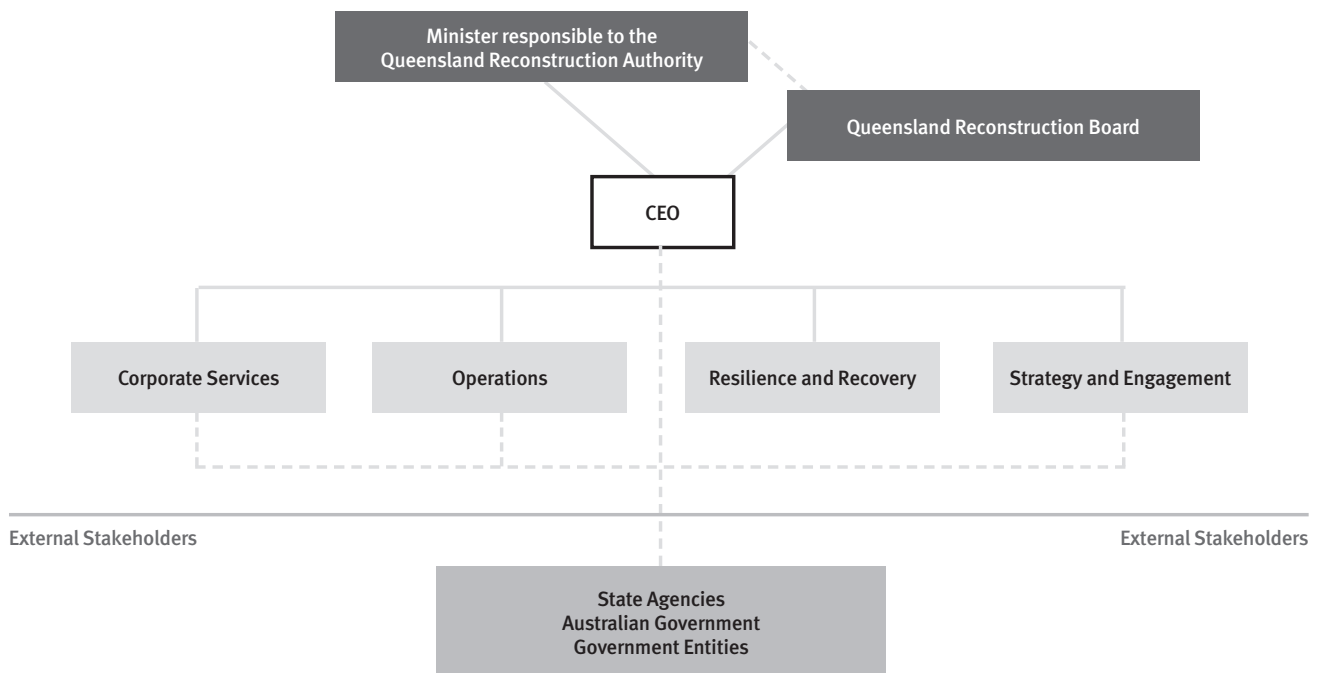
**Corporate Services – Mr Andrew Nehill**, Chief Financial Officer (CFO) is responsible for providing finance, assurance, human resources, information and communications technology, program management and procurement functions, and support across QRA.

**Operations – Mr Jason Flenley**, General Manager provides expert leadership, coordination, direction and advice for the delivery and management of disaster resilience and recovery activities, programs, payments and funding, while supporting disaster recovery operations prior to and post disaster events.

**Resilience and Recovery– Mr Jimmy Scott**, General Manager provides leadership, coordination, direction and advice for the development and management of disaster resilience and recovery planning, policy, and funding, while supporting disaster recovery operations prior and post disaster events.

**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 and the Get Ready Queensland Program.

During 2021–22 QRA undertook a minor realignment of its functions and structure in order to deliver on its 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
- 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

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 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.

### 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.

### 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 has worked with the Gold Coast City Council as a senior Project Director for a major infrastructure project and is now working for the Department of Defence.

### 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 COVID-19 Pandemic. 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 as well as the 2022 south-east Queensland flooding events. Deputy Commissioner Gollschewski performs key governance roles on Boards and Committees including the QPS Board of Management and the Demand and Capability Committee. Steve is a graduate of the AFP Management of Serious Crime Program, the Australian Institute of Company Directors, 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. She is the CEO of the Australian Institute of Traffic Planning and Management and previously served as the CEO of the Planning Institute of Australia. Prior to her industry 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 Master's in Business Administration.

## **Belinda Murphy**

Belinda has had extensive experience in local government for 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 AM**

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 statewide 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. Brendan was appointed a Member of the Order of Australia in the 2022 Queen's Birthday Honours List.

# Governance – risk management

**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 2021–22 that include identification of the consequences and likelihood of the risk occurring, effectiveness of controls in place and actions and treatments required 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 2021–22, the QAO provided an unmodified assurance opinion in accordance with ASAE 3150 stating that QRA's DRFA Management System was suitably designed, implemented and followed to achieve the DRFA control objectives.

## 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 NRRRA prior to acquittal and payment of the claim. The 2020–21 claim was submitted in accordance with requisite timeframes in March 2022 and supported by unmodified audit opinions issued by the Queensland Auditor-General in relation to both the estimated reconstruction cost

(ASAE 3150) and actual costs (ASA 800) included in the claim. The claim was subsequently reviewed by PwC on behalf of NRRRA before the Australian Government acquitted the claim with minor adjustment and paid the eligible payment to the state on 30 June 2022.

## 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 our procedures and guidelines, and the use and maintenance of QRA's electronic document and records management system (eDRMS). Record keeping and the use of QRA's eDRMS is included in QRA business processes. As such, it is integrated with grants funding administration primary systems such as the Monitoring and Reconstruction System (MaRS) and Microsoft Office suite. All staff are trained in the use of QRA's eDRMS and made aware of their record keeping 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 managing all formats of record keeping, security of the system, security classification, retention and disposal, and system maintenance. During 2021–22, QRA continued to move from paper-based records to digital record keeping 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.

2021–22 key achievements and activities for ongoing compliance include:

- continued record keeping 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 low risk and/or low value physical records.

## Information Security

During the mandatory annual information security reporting process for 2021–22, 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 2021–22.

During the year, QRA progressed against its roadmap to address gaps and enhance QRA's information security capabilities and practices. Key initiatives completed during the year included the addition of a number of Information Security Standards, uplift of QRAs disaster recovery and business continuity plans and an organisational change approach to security awareness, along with fully established staff enrolment training modules.

# Governance – human resources

## Staffing

The number of employees (including full-time and part-time) measured on a full-time equivalent (FTE) basis was 90 as of 30 June 2022.

Over the past 12 months, QRA recognised the widespread impact the extraordinary disaster season had on its workforce and placed a focus on supporting the health and wellbeing of its staff. Staff were provided the opportunity to attend psychological first aid training, as well as facilitated wellbeing debriefing sessions following their participation in DARM operations in the community. Staff were also supported to pursue individual learning and development opportunities aligning to their QRA performance development agreements.

QRA has continued to support staff to utilise flexible work arrangements such as remote working, compressed work hours, variable start and finish times and part-time, to support a healthy work-life balance. Employees are provided with the opportunity to participate in webinars, as well as the regular sharing of newsletter articles on a range of topics provided by our Employee Assistance Program provider and QSuper.

No redundancy, early retirement or retrenchment packages were paid during the period.

## 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 the continued review and assessment of the organisations workforce profile in alignment with the sector to ensure QRA is an inclusive workforce composed of the right people, skills and capabilities to deliver on the strategic objectives. 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.

Information on the Code is provided to all new employees during their induction and electronic copies are available for ongoing reference. All staff complete annual mandatory Code of Conduct training 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*.

## Professional development and training

QRA is committed to the development of our workforce and building a high-performing and sustainable culture. Throughout 2021–22, 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.

## 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. QRAs 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.

# Financial Performance

The financial statements included in this annual report provide specific information about QRA's financial performance and position for 2021–22.

## Operating Result

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

### Summary of Financial Results for QRA

Comprehensive Income	2022 \$,000	2021 \$,000
Income	854,409	704,337
Expenses	810,276	712,210
<b>Profit (loss) for the year</b>	<b>44,133</b>	<b>(7,873)</b>

QRA recorded comprehensive income of \$44.133 million for the 2021–22 financial year. This result was driven by the revenue QRA received from the State to fund grant payments during the year being higher than final actual disaster recovery grant expenditure paid out. This represents a timing difference, with the excess funds subsequently paid in 2022–23.

QRA's income of \$854.409 million consists of \$792.722 million grants received from the state to fund NDRRA and DRFA disaster recovery grant payments, other state grant funding of \$23.141 million, including for Get Ready Queensland and various resilience grant programs, operational funding of \$38.145 million received as grant funding from Queensland Treasury and other income of \$0.401 million that is primarily sponsorship received for Get Ready Queensland.

QRA's expenses of \$810.276 million consists primarily of grants expenses. Grant expenses totalling \$772.862 million were paid in 2021–22 for disaster recovery grants and other grants to councils, state agencies and non-government organisations in relation to DRFA, Get Ready Queensland and recovery and resilience grant programs.

QRA's expenditure for operations was \$37.414 million and principally comprised costs for employee expenses of \$13.313 million, supplies and services of \$22.313 million, other expenses of \$0.530 million and depreciation and amortisation of \$1.258 million.

## Financial position

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

### Summary of Financial Position for QRA

Financial Position	2022 \$,000	2021 \$,000
Assets	86,855	42,489
Liabilities	1,807	1,574
<b>Net assets</b>	<b>85,048</b>	<b>40,915</b>

**The net asset position reported in the financial statements for QRA at 30 June 2022 is \$85,048 million.**

At 30 June 2022, QRA held assets of \$86.855 million, comprising cash holdings of \$71.888 million, receivables of \$12.331 million, intangible assets of \$2.052 million associated with QRA's MARS grants management system and other assets of \$0.584 million.

QRA's assets were offset by \$1.807 million of current liabilities, comprising payables and accrued employee benefits.

The increase in QRA's net assets is due to the excess funds received from the state during the year to fund grant payments being held as cash at 30 June 2022. This cash, and QRA's net asset position, will reduce as grant expenditure is paid out in 2022–23.



# Queensland Reconstruction Authority

ABN 13 640 918 183

## Financial Statements

For the year ended 30 June 2022

**Queensland Reconstruction Authority**  
**Financial Statements**  
**For the year ended 30 June 2022**

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# Queensland Reconstruction Authority

## Statement of Comprehensive Income

For the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
<b>Income</b>			
Grant revenue	2	854,008	703,876
Other income	3	401	461
<b>Total income</b>		<b>854,409</b>	<b>704,337</b>
<b>Expenses</b>			
Grant expenses	4	772,862	676,812
Employee expenses	5	13,313	13,356
Supplies and services	7	22,313	20,458
Depreciation and amortisation	8	1,258	1,256
Other expenses	9	530	328
<b>Total expenses</b>		<b>810,276</b>	<b>712,210</b>
<b>Operating result for the year</b>		<b>44,133</b>	<b>(7,873)</b>
<b>Total comprehensive income/(loss) for the year</b>		<b>44,133</b>	<b>(7,873)</b>

The accompanying notes form part of these financial statements.



# Queensland Reconstruction Authority

## Statement of Financial Position

As at 30 June 2022

	Note	2022 \$'000	2021 \$'000
<b>Current assets</b>			
Cash and cash equivalents	10	71,888	30,885
Receivables	11	12,331	7,776
Other current assets	12	450	406
<b>Total current assets</b>		<b>84,669</b>	<b>39,067</b>
<b>Non-current assets</b>			
Property, plant and equipment	13	134	169
Intangibles	14	2,052	3,253
<b>Total non-current assets</b>		<b>2,186</b>	<b>3,422</b>
<b>Total assets</b>		<b>86,855</b>	<b>42,489</b>
<b>Current liabilities</b>			
Payables	15	1,438	1,220
Accrued employee benefits	16	369	354
<b>Total current liabilities</b>		<b>1,807</b>	<b>1,574</b>
<b>Total liabilities</b>		<b>1,807</b>	<b>1,574</b>
<b>Net assets</b>		<b>85,048</b>	<b>40,915</b>
<b>Equity</b>			
Accumulated surplus		83,309	39,176
Contributed equity	17	1,739	1,739
<b>Total equity</b>		<b>85,048</b>	<b>40,915</b>

The accompanying notes form part of these financial statements.

## Queensland Reconstruction Authority Statement of Changes in Equity

For the year ended 30 June 2022

	Contributed equity \$'000	Accumulated surplus \$'000	Total \$'000
<b>Balance at 1 July 2020</b>	<b>1,739</b>	<b>47,049</b>	<b>48,788</b>
Total comprehensive 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>
Total comprehensive income for the year	-	44,133	44,133
<b>Balance at 30 June 2022</b>	<b>1,739</b>	<b>83,309</b>	<b>85,048</b>

The accompanying notes form part of these financial statements.

# Queensland Reconstruction Authority

## Statement of Cash Flows

For the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Grants		854,008	703,876
GST refunded from ATO		74,935	68,105
GST collected from customers		274	102
Other		427	476
		<b>929,644</b>	<b>772,559</b>
<i>Outflows:</i>			
Employee costs		(13,268)	(13,467)
Supplies and services		(22,186)	(21,279)
Grants		(772,862)	(676,812)
GST paid to suppliers		(79,773)	(69,793)
Other		(530)	(328)
		<b>(888,619)</b>	<b>(781,679)</b>
<b>Net cash provided/(used) in operating activities</b>	<b>18</b>	<b>41,025</b>	<b>(9,120)</b>
<b>Cash flows from investing activities</b>			
<i>Outflows:</i>			
Payments for property, plant and equipment		(22)	-
Payments for intangibles		-	-
<b>Net cash used in investing activities</b>		<b>(22)</b>	<b>-</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 increase/(decrease) in cash and cash equivalents</b>		<b>41,003</b>	<b>(9,120)</b>
<b>Cash and cash equivalents at beginning of reporting period</b>		<b>30,885</b>	<b>40,005</b>
<b>Cash and cash equivalents at end of reporting period</b>	<b>10</b>	<b>71,888</b>	<b>30,885</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 2022

Note 1:	Basis of Financial Statement preparation
Note 2:	Grant revenue
Note 3:	Other income
Note 4:	Grant expenses
Note 5:	Employee expenses
Note 6:	Key management personnel and remuneration
Note 7:	Supplies and services
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Note 9:	Other expenses
Note 10:	Cash and cash equivalents
Note 11:	Receivables
Note 12:	Other current assets
Note 13:	Property, plant and equipment
Note 14:	Intangibles
Note 15:	Payables
Note 16:	Accrued employee benefits
Note 17:	Contributed Equity
Note 18:	Reconciliation of Profit / (Loss) for the year to net cash flow from operating activities
Note 19:	Commitments
Note 20:	Related Parties
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Note 22:	Other information
Note 23:	Budget vs actual comparison

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

### 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 2021.

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 2020–21 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**

No new accounting standards or interpretations that apply to QRA for the first time in 2021–22 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 2022

	2022 \$'000	2021 \$'000
<b>2. Grant revenue</b>		
<i>Queensland Government Grants:</i>		
Disaster recovery funding	792,722	628,469
Operational funding	38,145	37,475
Other funding	23,141	37,932
<b>Total</b>	<b>854,008</b>	<b>703,876</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), and its predecessor NDRRA arrangement.

Other funding includes State and Commonwealth funding for programs such as Get Ready Queensland (GRQ), Natural Disaster Resilience Program (NDRP), Queensland Disaster Recovery Funding (QDRF), Queensland Resilience and Risk Reduction Fund (QRRRF), Recovery and Resilience Grants Program (RRG) and the National Flood Mitigation Infrastructure Program (NFMIP).

QRA receives its grant funding from the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), which is in principal appropriations, made by Queensland Treasury through DSDILGP. 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 2022, QRA's accumulated surplus was \$83.309 million.

<b>3. Other income</b>		
Sponsorships	400	400
Expenditure reimbursed	-	59
Other	1	2
<b>Total</b>	<b>401</b>	<b>461</b>

### Other Income

Sponsorships relate to support received for the Get Ready Queensland (GRQ) 2021-22 and 2020-21 programs 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.

<b>4. Grant expenses</b>		
Disaster recovery grants	746,670	648,022
Other grants	26,192	28,790
<b>Total</b>	<b>772,862</b>	<b>676,812</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 comprise of DRFA, and its predecessor NDRRA arrangements.

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

Department of Transport & Main Roads	99,706	101,511
Queensland Rural & Industry Development Authority	98,300	-
Department of Communities, Housing and Digital Economy	31,885	30,470
Department of Environment and Science	21,411	15,811
Department of Health	3,313	2,254
Department of Employment, Small Business and Training	2,691	2,923
Queensland Fire and Emergency Services	2,589	32,807
Department of Tourism, Innovation and Sport	1,807	7,963
Department of Agriculture & Fisheries	-753	591
Other	111	1,676
<b>Total</b>	<b>261,060</b>	<b>196,006</b>

Other grants comprise of State and Commonwealth grant funding programs for recovery and resilience initiatives linked to natural disasters, including GRQ, NDRP, QDRF, QRRRF, RRG, NFMIP 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 Machinery of Government 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 2022

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

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

	2022 \$'000	2021 \$'000		2022 \$'000	2021 \$'000
Aurukun Shire Council	1,785	435	Lockyer Valley Regional Council	1,972	338
Balonne Shire Council	26,666	20,246	Logan City Council	2,208	1,652
Banana Shire Council	5,329	-	Longreach Regional Council	9,506	13,179
Barcaldine Regional Council	5,570	7,868	Mackay Regional Council	613	2,102
Barcoo Shire Council	6,171	3,555	Mapoon Aboriginal Shire Council	291	1,341
Blackall-Tambo Regional Council	7,394	7,788	Maranoa Regional Council	4,914	8,852
Boulia Shire Council	7,241	879	Mareeba Shire Council	7,405	3,997
Brisbane City Council	10,300	138	McKinlay Shire Council	6,989	17,019
Bulloo Shire Council	4,027	6,020	Moreton Bay Regional Council	1,328	-
Bundaberg Regional Council	-	887	Mornington Shire Council	4,361	4,361
Burdekin Shire Council	331	1,895	Mount Isa City Council	5,704	2,695
Burke Shire Council	6,716	8,532	Murweh Shire Council	3,074	5,781
Cairns Regional Council	1,053	316	Napranum Aboriginal Shire Council	1,986	3,133
Carpentaria Shire Council	33,009	47,042	Noosa Shire Council	1,300	1,237
Cassowary Coast Regional Council	6,276	8,248	North Burnett Regional Council	1,300	-
Central Highlands Regional Council	584	-	Northern Peninsula Area Regional Council	1,182	1,340
Charters Towers Regional Council	36,859	17,158	Palm Island Aboriginal Shire Council	3,545	6,042
Cloncurry Shire Council	4,946	13,995	Paroo Shire Council	13,428	14,974
Cook Shire Council	45,171	35,336	Pormpuraaw Aboriginal Shire Council	3,060	2,011
Croydon Shire Council	14,804	10,183	Quilpie Shire Council	9,655	16,070
Diamantina Shire Council	3,569	4,378	Redland City Council	306	32
Doomadgee Aboriginal Shire Council	2,129	-	Richmond Shire Council	1,938	10,430
Douglas Shire Council	5,660	3,842	Scenic Rim Regional Council	6,793	3,031
Etheridge Shire Council	12,348	2,382	Somerset Regional Council	1,428	2,326
Flinders Shire Council	2,172	4,818	South Burnett Regional Council	4,944	1,005
Fraser Coast Regional Council	2,926	-	Southern Downs Regional Council	3,835	7,202
Gladstone Regional Council	397	662	Sunshine Coast Regional Council	1,707	401
Gold Coast City Council	3,449	147	Tablelands Regional Council	3,001	1,675
Goondiwindi Regional Council	24,566	3,063	Toowoomba Regional Council	13,336	12,585
Gympie Regional Council	1,300	958	Torres Shire Council	2,542	533
Hinchinbrook Shire Council	10,038	6,092	Torres Strait Island Regional Council	1,364	412
Hope Vale Aboriginal Shire Council	1,173	1,124	Townsville City Council	757	18
Ipswich City Council	1,595	446	Western Downs Regional Council	12,458	3,022
Isaac Regional Council	1,959	3,445	Whitsunday Regional Council	25,390	53,694
Kowanyama Aboriginal Shire Council	8,227	8,688	Winton Shire Council	7,324	7,500
Livingstone Shire Council	-	839	Wujal Wujal Aboriginal Shire Council	27	259
Lockhart River Aboriginal Shire Council	7,726	10,116	Yarrabah Aboriginal Shire Council	1,173	246
			<b>Total</b>	<b>485,610</b>	<b>452,016</b>
			<b>Total Disaster recovery grants</b>	<b>746,670</b>	<b>648,022</b>

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

	2022 \$'000	2021 \$'000	
<b>5. Employee expenses</b>			<b>Wages and Salaries</b>
<i>Employee benefits</i>			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.
Wages and salaries	9,732	9,822	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 leave levy	1,052	967	<b>Annual and Long Service Leave</b>
Long service leave levy	247	245	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	1,285	1,333	<b>Employer Superannuation Contributions</b>
Board fees	154	147	Contributions to superannuation funds are recorded as they become payable and QRA's legal or constructive obligation is limited to these contributions.
Other employee benefits	126	119	
	<b>12,596</b>	<b>12,633</b>	
<i>Employee related expenses</i>			<b>Employee related expenses</b>
Payroll tax	606	619	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.
Other employee related expenses	111	104	
	<b>717</b>	<b>723</b>	
<b>Total</b>	<b>13,313</b>	<b>13,356</b>	

The number of employees including both full-time employees and part-time employees measured on a full-time equivalent basis at 30 June 2022 (based upon the fortnight ending 1 July 2022) is:

	No.	No.
QRA employees	90	87
<b>Total</b>	<b>90</b>	<b>87</b>



# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

### 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 responsible Minister has been the Deputy Premier and Minister for State Development, Infrastructure, Local Government and Planning since 12 November 2020. For the period 1 July 2020 to 11 November 2020 QRA's responsible Minister was the Treasurer and Minister for Infrastructure 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 2021–22.

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>	Michael Walsh	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 2022

### 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.

#### 2021-22

Position	Name	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
		Monetary Expenses \$'000	Non-Monetary Expenses \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	Brendan Moon	416	-	10	50	-	476
Chair	Michael Walsh	82	-	-	8	-	90
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>570</b>	<b>-</b>	<b>10</b>	<b>64</b>	<b>-</b>	<b>644</b>

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

#### 2020-21

Position	Name	Short Term Employee Expenses		Long Term Employee Expenses	Post Employment Expenses	Termination Benefits	Total Expenses
		Monetary Expenses \$'000	Non-Monetary Expenses \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer <sup>1</sup>	Brendan Moon	394	-	9	49	-	452
Chair <sup>2</sup>	Stuart Smith	14	-	-	1	-	15
Chair <sup>3</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>541</b>	<b>-</b>	<b>9</b>	<b>62</b>	<b>-</b>	<b>612</b>

1. 2020-21 comparative Chief Executive Officer total remuneration has been revised from the reported amount of \$448K to account for additional recreational leave benefits accrued and rounding.

2. Ceased 30/08/2020

3. Appointed 02/10/2020

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

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

	2022 \$'000	2021 \$'000	
<b>7. Supplies and services</b>			
Contractors	15,650	13,959	<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	1,835	1,799	
Occupancy costs	1,037	997	<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	608	668	
Supplies and consumables	1,521	1,591	
Other supplies and services	1,662	1,444	
<b>Total</b>	<b>22,313</b>	<b>20,458</b>	
<b>8. Depreciation and amortisation</b>			<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.
Depreciation	57	55	
Amortisation	1,201	1,201	
<b>Total</b>	<b>1,258</b>	<b>1,256</b>	
<b>9. Other expenses</b>			<b>Audit and other assurance services fees</b> Total audit fees quoted by the Queensland Audit Office (QAO) relating to the audit of the 2021-22 financial statements of QRA is \$41,000 (2020–21: \$41,000) and for the audit of the 2020-21 Commonwealth NDRRA / DRFA Certificate which occurred in 2021–22 was \$179,000 (2020-21: \$179,000). Other assurance services fees relating to the assurance engagement on controls of the DRFA Management system was \$310,000 (2020–21: \$108,000).
Audit and other assurance fees - external	530	328	
<b>Total</b>	<b>530</b>	<b>328</b>	
<b>10. Cash and cash equivalents</b>			<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 2022. 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 - Grant account	54,348	15,929	
Cash at bank - Operating accounts	17,540	14,956	
<b>Total</b>	<b>71,888</b>	<b>30,885</b>	
<b>11. Receivables</b>			<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.
GST receivable	12,063	7,493	
Trade receivables	21	51	
Annual leave reimbursements	223	213	<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 2021-22 financial year. No receivables are past due or impaired.
Long service leave reimbursements	24	19	
<b>Total</b>	<b>12,331</b>	<b>7,776</b>	
<b>12. Other Current Assets</b>			<b>Other Current Assets</b> Payments for goods and services which are to be provided in future periods are recognised as prepayments.
Prepayments	450	406	
<b>Total</b>	<b>450</b>	<b>406</b>	

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

	2022 \$'000	2021 \$'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	29	18	
Less: Accumulated depreciation	(20)	(17)	
<i>Furniture and fittings</i>			<b>Furniture and fittings</b>
At cost	282	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	(157)	(103)	
<b>Total</b>	<b>134</b>	<b>169</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	(3,588)	(2,387)	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>2,052</b>	<b>3,253</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	837	857	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	604	363	
<b>Total</b>	<b>1,438</b>	<b>1,220</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	292	286	
Long service leave levy payable	77	68	
<b>Total</b>	<b>369</b>	<b>354</b>	

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

	2022 \$'000	2021 \$'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

Profit/(Loss) for the year	44,133	(7,873)
<i>Non-cash items included in operating result:</i>		
Depreciation and amortisation expense	1,258	1,256
<i>Changes in assets and liabilities:</i>		
(Increase) in receivables	(4,555)	(1,708)
(Increase)/Decrease in other current assets	(44)	24
Increase/(Decrease) in payables	218	(800)
Increase/(Decrease) in accrued employee benefits	15	(19)
<b>Net cash Provided/(Used) in operating activities</b>	<b>41,025</b>	<b>(9,120)</b>

QRA received grant advance funding from Queensland Treasury in 2010–11, 2011–12, 2013–14, 2016–17, 2019–20 and 2021–22 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	1,198	1,143
Later than one year and not later than five years	4,645	5,134
Later than five years	-	707
<b>Total</b>	<b>5,843</b>	<b>6,984</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 2022

### 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*

QRA has not identified any material climate related risks relevant to the financial report at the reporting date, however QRA continues to monitor the emergence of such risks under the Queensland Government's Climate Transition Strategy and Climate Action Plan 2030.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

### 23. Budget vs actual comparison

#### Statement of Comprehensive Income

	Variance Note	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance % of Budget
<b>Income</b>					
Grant revenue	<b>v1</b>	745,765	854,008	108,243	15%
Other revenue		-	401	401	100%
<b>Total income</b>		<b>745,765</b>	<b>854,409</b>	<b>108,644</b>	<b>15%</b>
<b>Expenses</b>					
Grant expenses	<b>v2</b>	707,731	772,862	(65,131)	-9%
Employee expenses	<b>v3</b>	15,675	13,313	2,362	15%
Supplies and services	<b>v4</b>	20,643	22,313	(1,670)	-8%
Depreciation and amortisation		1,104	1,258	(154)	-14%
Other expenses		612	530	82	13%
<b>Total expenses</b>		<b>745,765</b>	<b>810,276</b>	<b>(64,511)</b>	<b>-9%</b>
<b>Operating result for the year</b>		<b>-</b>	<b>44,133</b>	<b>44,133</b>	<b>100%</b>
<b>Total comprehensive income for the year</b>		<b>-</b>	<b>44,133</b>	<b>44,133</b>	<b>100%</b>

#### Explanations of major variances

- v1** The increase in grant revenue is due to additional revenue required to fund initial grant expenses associated with the recovery from the South East Queensland Rainfall and Flooding event, which were not budgeted as the event occurred in February/March 2022.
- v2** The increase in grant expenses is as a result of additional DRFA grants paid in response to the South East Queensland Rainfall and Flooding event.
- v3** The decrease in employee expenses is due to lower levels of full-time equivalents compared to budget as QRA's budgeted staff included capacity to upscale operations in response to disaster events. This capacity was not required through the majority of the year resulting in lower than budgeted employee expenses, however QRA had begun to increase staffing levels by year-end to support the surge in operating requirements following the South-East Queensland Rainfall and Flooding Event.
- v4** The increase in supplies and service costs is due to a higher levels of contractors required during the year as a result of a surge in operating activities.

# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

### 23. Budget vs actual comparison (cont'd)

#### Statement of Financial Position

	Variance Note	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance % of Budget
<b>Current assets</b>					
Cash and cash equivalents	v5	40,474	71,888	31,414	78%
Receivables	v6	6,078	12,331	6,253	103%
Other current assets		430	450	20	5%
<b>Total current assets</b>		<b>46,982</b>	<b>84,669</b>	<b>37,687</b>	<b>80%</b>
<b>Non-current assets</b>					
Property, plant and equipment		224	134	(90)	-40%
Intangibles		2,247	2,052	(195)	-9%
<b>Total non-current assets</b>		<b>2,471</b>	<b>2,186</b>	<b>(285)</b>	<b>-12%</b>
<b>Total assets</b>		<b>49,453</b>	<b>86,855</b>	<b>37,402</b>	<b>76%</b>
<b>Current liabilities</b>					
Payables	v7	2,031	1,438	593	29%
Accrued employee benefits		374	369	5	1%
<b>Total current liabilities</b>		<b>2,405</b>	<b>1,807</b>	<b>598</b>	<b>25%</b>
<b>Total liabilities</b>		<b>2,405</b>	<b>1,807</b>	<b>598</b>	<b>25%</b>
<b>Net assets</b>		<b>47,048</b>	<b>85,048</b>	<b>38,000</b>	<b>81%</b>
<b>Equity</b>					
Accumulated surplus		45,309	83,309	38,000	84%
Contributed equity		1,739	1,739	-	0%
<b>Total equity</b>		<b>47,048</b>	<b>85,048</b>	<b>38,000</b>	<b>81%</b>

#### Explanations of major variances

- v5 Cash and Cash Equivalents are more than budget due to additional grant advance funding from Queensland Treasury as a result of the South East Queensland Rainfall and Flooding event.
- v6 Receivables is more than expected as a result of timing for GST refundable.
- v7 Payables is less than expected due to timely payment of trade creditors.



# Queensland Reconstruction Authority

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2022

### 23. Budget vs actual comparison (cont'd)

#### Statement of Cash Flows

	Variance Note	Budget 2022 \$'000	Actual 2022 \$'000	Variance \$'000	Variance % of Budget
<b>Cash flows from operating activities</b>					
<i>Inflows:</i>					
Grants	<b>v8</b>	745,765	854,008	108,243	15%
Other (including GST refunded from ATO and collected from customers)	<b>v9</b>	2,177	75,636	73,459	3374%
<i>Outflows:</i>					
Employee costs	<b>v10</b>	(15,675)	(13,268)	2,407	15%
Supplies and services (including GST paid to suppliers)	<b>v11</b>	(22,727)	(101,959)	(79,232)	-349%
Grants	<b>v12</b>	(707,731)	(772,862)	(65,131)	-9%
Other		(705)	(530)	175	25%
<b>Net cash provided by operating activities</b>		<b>1,104</b>	<b>41,025</b>	<b>39,921</b>	<b>3616%</b>
<b>Cash flows from investing activities</b>					
<i>Outflows:</i>					
Payments for property, plant and equipment		-	(22)	(22)	-100%
Payments for intangibles		-	-	-	-
<b>Net cash (used in) investing activities</b>		<b>-</b>	<b>(22)</b>	<b>(22)</b>	<b>100%</b>
<b>Cash flows from financing activities</b>					
<i>Inflows:</i>					
Equity contribution		-	-	-	-
<b>Net cash provided by investing activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase in cash and cash equivalents</b>		<b>1,104</b>	<b>41,003</b>	<b>39,899</b>	<b>3614%</b>
<b>Cash and cash equivalents at beginning of reporting period</b>		<b>39,370</b>	<b>30,885</b>	<b>(8,485)</b>	<b>-22%</b>
<b>Cash and cash equivalents at end of reporting period</b>		<b>40,474</b>	<b>71,888</b>	<b>31,414</b>	<b>78%</b>

#### Explanations of major variances

- v8** The increase in grant revenue is due to additional revenue required to fund higher grant expenses as a result of the South East Queensland Rainfall and Flooding event.
- v9** The increase in other inflows is because the budget did not account for gross GST receipts from the ATO. This increase is offset by GST paid to suppliers, recorded within Supplies and Services.
- v10** The decrease in employee expenses is due to lower levels of full-time equivalents compared to budget as QRA's budgeted staff included capacity to upscale operations in response to disaster events. This capacity was not required through the majority of the year resulting in lower than budgeted employee expenses, however QRA had begun to increase staffing levels by year-end to support the surge in operating requirements following the South-East Queensland Rainfall and Flooding Event.
- v11** The increase in supplies and services is because the budget did not account for gross GST payments to suppliers. This is offset by GST refunded from the ATO, recorded within Other Inflows.
- v12** The increase in grant expenses is as a result of additional DRFA grants paid in response to the South East Queensland Rainfall and Flooding event.

**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 2022 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: 16 August 2022



**Michael Walsh**  
**Chairperson**

**Queensland Reconstruction Authority**

Date: 16 August 2022



# **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 2022, 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 2022, 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 2022:

- 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 2022

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 2021 QRA sought a Ministerial Direction to administer DRFA funding for the 2021–22 fiscal year, approved by the Deputy Premier on 17 August 2021.

A Ministerial Direction was also given to QRA to exercise its powers under Section 96 of the QRA Act, approved by the Deputy Premier on 17 March 2022.

# Performance indicators and service standards

## Coordination of natural disaster recovery and resilience activities

### Service area objective

To support Queensland communities by coordinating rapid restoration and recovery following natural disasters and undertaking activities that assist communities to build their resilience to future events, while demonstrating accountability in the use of natural disaster and resilience funding.

### Description

QRA actively manages 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 the DRFA through:

- as natural disasters occur, coordinating disaster recovery operations and supporting local governments in their recovery and reconstruction processes
- managing the assessment, progress, close-out and acquittal of DRFA expenditure to ensure timely delivery of projects and 100 per cent reimbursement of the Australian Government's contribution towards eligible costs.

QRA also leads the coordination of disaster resilience activities and policy in Queensland, including increasing public awareness to ensure communities are prepared for future disaster events such as through Get Ready Queensland and coordinating the delivery of disaster resilience building programs.

Service standards	2021–22 Target/Est	2021–22 Est. Actual	2022-23 Target/Est
<b>Effectiveness measure</b>			
Percentage of reconstruction projects completed within Disaster Recovery Funding Arrangements (DRFA) required timeframes and eligible for reimbursement from the Australian Government <sup>1</sup>	100%	100%	100%
Percentage of Queenslanders that intend to take action to increase preparedness following exposure to Get Ready Queensland Campaign	New measure	New measure	50%
<b>Efficiency measures</b>			
Operational administration cost per \$1,000 of disaster event damage over active reconstruction program lifespan	0.25%	0.04%	0.25%
<b>Discontinued measures</b>			
Percentage of immediate disaster recovery operating costs per dollar of new disaster event damage <sup>2</sup>	0.25%	0.14%	Discontinued measure
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%	19.5%	Discontinued measure

### Notes:

1. The wording of this service standard has been amended to indicate the project timeframes set as part of the conditions of the Australian Government's DRFA program, and that the state is able to claim reimbursement for eligible works from the Australian Government. There is no change to the calculation methodology. It was previously worded 'Percentage of reconstruction projects completed within required timeframes in the 2021–22 Service Delivery Statements.
2. This measure has been discontinued and replaced with a new measure 'operating costs per \$1,000 of disaster event damage', as it is considered a more effective means to measure QRA's operational efficiency. As the calculation methodology of the measure has changed (and past performance is not comparable) this measure is discontinued.
3. This measure has been discontinued as it does not provide an effective understanding of operational efficiency. In its replacement, a Get Ready Queensland effectiveness measure is provided that relates to the behavioural changes as a possible outcome from the campaign.



# 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	4/51
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 9.2	4
	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	Queensland Government Language Services Policy ARRs – section 9.3	4
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	Copyright Act 1968 ARRs – section 9.4	4
	<ul style="list-style-type: none"> <li>Information Licensing</li> </ul>	QGEA – Information Licensing ARRs – section 9.5	4
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	10
	<ul style="list-style-type: none"> <li>Agency objectives and performance indicators</li> </ul>	ARRs – section 11.2	10
	<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	12
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	16
	<ul style="list-style-type: none"> <li>Government bodies (statutory bodies and other entities)</li> </ul>	ARRs – section 13.3	16
	<ul style="list-style-type: none"> <li>Public Sector Ethics</li> </ul>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	20
	<ul style="list-style-type: none"> <li>Human Rights</li> </ul>	<i>Human Rights Act 2019</i> ARRs – section 13.5	10
	<ul style="list-style-type: none"> <li>Queensland public service values</li> </ul>	ARRs – section 13.6	10
Governance – risk management and accountability	<ul style="list-style-type: none"> <li>Risk management</li> </ul>	ARRs – section 14.1	19
	<ul style="list-style-type: none"> <li>Audit committee</li> </ul>	ARRs – section 14.2	N/A
	<ul style="list-style-type: none"> <li>Internal audit</li> </ul>	ARRs – section 14.3	19
	<ul style="list-style-type: none"> <li>External scrutiny</li> </ul>	ARRs – section 14.4	19
	<ul style="list-style-type: none"> <li>Information systems and record keeping</li> </ul>	ARRs – section 14.5	19
	<ul style="list-style-type: none"> <li>Information Security attestation</li> </ul>	ARRs – section 14.6	19

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	20
	<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	20
Open Data	<ul style="list-style-type: none"> <li>• Statement advising publication of information</li> </ul>	ARRs – section 16	4
	<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	42
	<ul style="list-style-type: none"> <li>• Independent Auditor’s Report</li> </ul>	FAA – section 62 FPMS – section 46 ARRs – section 17.2	43

# Glossary

<b>AHMAC</b>	Australian Health Ministers Advisory Council	<b>LGAQ</b>	Local Government Association of Queensland
<b>APMCDRR</b>	Asia Pacific Ministerial Conference on Disaster Risk Reduction	<b>NFMIP</b>	National Flood Mitigation Infrastructure Program
<b>ARRs</b>	Annual report requirements for Queensland Government Agencies	<b>NDRP</b>	Natural Disaster Resilience Program
<b>ATO</b>	Australian Tax Office	<b>NDRRA</b>	National Disaster Relief and Recovery Agency
<b>CEO</b>	Chief Executive Officer	<b>NRRA</b>	National Resilience and Recovery Agency
<b>CFO</b>	Chief Finance Officer	<b>MaRS</b>	Monitoring and Reconstruction System
<b>DARM</b>	Damage Assessment and Reconstruction Monitoring	<b>PDA</b>	Performance Development Agreement
<b>DRFA</b>	Disaster Recovery Funding Arrangements	<b>QAO</b>	Queensland Audit Office
<b>DSDILGP</b>	Department of State Development, Infrastructure, Local Government and Planning	<b>QDRF</b>	Queensland Disaster Resilience Fund
<b>eDRMS</b>	electronic Document and Records Management System	<b>QPS</b>	Queensland Police Service
<b>EMA</b>	Emergency Management Australia	<b>QRA</b>	Queensland Reconstruction Authority
<b>FAA</b>	<i>Financial Accountability Act 2009</i>	<b>QRA Act</b>	<i>Queensland Reconstruction Authority Act 2011</i>
<b>FBT</b>	Fringe Benefits Tax	<b>QRCC</b>	Queensland Resilience Coordination Committee
<b>FPMS</b>	Financial and Performance Management Standard 2009	<b>QRRRF</b>	Queensland Risk Reduction and Resilience Fund
<b>FTE</b>	Full-Time Equivalent	<b>QSDR</b>	Queensland Strategy for Disaster Resilience
<b>FWIN</b>	Flood Warning Infrastructure Network	<b>QT</b>	Queensland Treasury
<b>GRQ</b>	Get Ready Queensland	<b>RRG</b>	Recovery and Resilience Grants
<b>GST</b>	Goods and Services Tax	<b>SRC</b>	State Recovery Coordinator
<b>KMP</b>	Key Management Personnel	<b>SRPPC</b>	State Recovery Planning and Policy Coordinator
<b>LGA</b>	Local Government Area	<b>The Code</b>	Code of Conduct for the Queensland Public Service

