



Annual Report 2014-2015



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Introductory information

The Ipswich Hospital Foundation (IHF) is an organisation established by State Statute. Statutory bodies are established to carry out functions which a Government considers may be more effectively performed outside a traditional department structure. Statutory bodies allow a certain level of independence from Government but Government is still responsible to ensure taxpayers funds expended in the operations of statutory bodies are spent in the most efficient and effective manner. The Ipswich Hospital Foundation is community-based, non-profit, and non-sectarian with Charitable Status as a Health Promotion Charity. The overarching purpose of the Ipswich Hospital Foundation is to promote better health and health care within the communities served by the of the Ipswich and West Moreton Hospital and Health Services.

The Ipswich Hospital Foundation operates under the provisions of the *Hospitals Foundations Act (1982)* and was established under the *Hospitals Foundations Amendment Regulation (no. 2) 1997* (Subordinate Legislation 1997 No. 298), now the *Hospitals Foundations Regulation 2005*.

The Strategic Plan incorporates the vision, purpose and scope of the Ipswich Hospital Foundation. This report closely aligns with the Strategic Plan.

Corporate Plan 2012-2016 (revised June 2015)	
Our vision	Becoming the Healthiest Community in Australia
Our purpose	Supporting the community's health services and promoting healthy lifestyles in order to improve the health of the community.
Our community	Our community encompasses the West Moreton Hospital & Health Service (WMHHS) area that services the City of Ipswich and the Councils of Somerset, Scenic Rim and Lockyer Valley.
Our values	Commitment to ensuring better healthcare outcomes for our community.

Executive Officer Report-

I have served as the Executive Officer of the Ipswich Hospital Foundation for over 15 years. I have seen changes in the community that mark movement towards our vision of Becoming the Healthiest Community in Australia. This would not have been possible without our benefactors, volunteers, staff and supporters. Special thanks to the Ipswich Hospital Foundation members who serve the community by their active, voluntary involvement and commitment throughout the year.

Chairman's letter of compliance to the Minister of Health

22 August 2015

The Honourable Cameron Dick MP
Minister for Health
GPO Box 48
BRISBANE, QLD 4001

Dear Minister,

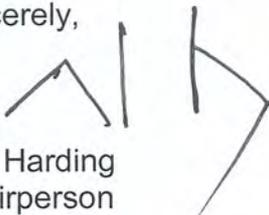
I am pleased to present the Annual Report 2014-2015 and financial statements for the Ipswich Hospital Foundation.

I certify that his Annual Report complies with:

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

A checklist that outlines the annual reporting requirements are in the appendix this Annual Report (narrative section).

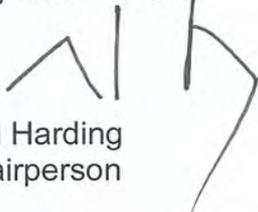
Sincerely,



Neil Harding
Chairperson

Legislative Compliance

To the best of the knowledge of the Board, during the course of the last financial year there have been no breaches by the Ipswich Hospital Foundation of the Hospitals Foundations Act 1982 or Hospitals Foundations Regulation 2005.



Neil Harding
Chairperson

Members of the Ipswich Hospital Foundation for the year 2014 – 2015

Total Number of meetings is 6

The Ipswich Hospital Foundation is administered by a volunteer board appointed by the Governor in Council on recommendation of the Health Minister. Board members represent health, medical and community leaders. Nominated members are selected to cover a wide range of skills and needed capabilities for the successful governance of the IHF.

Name	Current Term of office	Eligible to attend	Attended
Neil Harding, Chairperson – Managing Partner Harding Martin, Chartered Accountant & Company Auditor	16 September 2014 to 15 September 2017	6	6
Anne-Maree Savige, Deputy Chairperson – Development Manager Edwards Property	16 September 2014 to 15 September 2017	6	6
Cheryl Bromage – Counsellor, Ipswich City Council	16 September 2010 to 16 September 2014	1	0
Paul Casos as representative of WMHHS Chairperson		6	5
Professor Debra Creedy- Professor of Nursing	16 September 2014 to 15 September 2017	6	5
Cheryl Kermond – Community Business Leader	16 September 2014 to 15 September 2017	6	6
Pamela Lane – former District Manager West Moreton South Burnett Health Service	23 November 2012 to 23 November 2015	6	5
Dr Robert McGregor –Senior Visiting Consultant Paediatrician	23 November 2012 to 23 November 2015	6	5
Dr Louise McLoughlin – Dentist – Boonah Dental	16 September 2014 to 15 September 2017	5	4
Kevin Murray – Partner and solicitor Walker Pender Group	23 November 2012 to 23 November 2015	6	2
David Preston – Inspector of Police	16 September 2014 to 15 September 2017	5	5

Personnel of the Ipswich Hospital Foundation for the year 2014-2015

The team is led by the Executive Officer, Tom Yates. Tom is responsible for the day-to-day operations of the Foundation, ensuring operations and functions are conducted under the Financial Management Practice Manual and Operations Manual; and for implementing the longer-term plans as decided by the Members. The Full-Time Equivalent of employment is 8.2.

Assisting the Executive Officer is:

Full-time employees:

- Ashton Cooper, Events Coordinator, who oversees the Healthy Events, Fit 4 Life activities, Sun Protection Program and the Resource Centre;
- Mel Pridmore, Support Officer, primary contact for car park operations
- Chelsea Rees, Health Information and Communications Officer
- Deryn Stieler, Car Park Cleaner and Maintenance

And five part-time employees:

- Judy Andrews, Executive Assistant and Volunteer Manager
- Talitha Rice, Graphic Designer and Photographer
- Belinda Wood, Car Park Cleaner
- Kathryn Wyman, ICT Coordinator and Special Projects

And casual employees, as needed:

- Ronan Geoghegan, Group Trainer
- Rosyln Hackett, Group Trainer
- David Lambert, Group Trainer
- Rhiannon Mack, PEACH nutritionist
- Jill Meuleman, PEACH trainer and Healthy Living distribution
- Theresa Stafford, Group Trainer
- Susan Yates, PEACH and Group Trainer

Workforce planning, attraction and retention, and performance

Workforce planning is a continual process and a staff matrix update with performance management reviews is conducted every quarter. There is virtually no staff turnover and for the few specialised positions people who had volunteered their services were use.

Due to the nature of the work (after hour and weekend commitments), work hours are flexible but are reported accurately on a Fortnightly basis.

The volunteer force now forms a vital part in the Foundation's workforce plan.

Early retirement, redundancy and retrenchment

During the period, no employee received redundancy packages, took early retirement or were retrenched.

Risk Management and Financial Oversight

The Risk, Management and Administration Committee (Neil Harding, Chairman and Chartered Accountant; Kevin Murray, Member and solicitor; Paul Casos, Member and representative of WMHHS Chairperson) have the responsibility to conduct appraisals and oversee financial functions for the Ipswich Hospital Foundation. A financial review is done monthly and other aspects are examined on a rotating basis so that annually all aspects are reviewed. This involves all aspects and operations of the Ipswich Hospital Foundation.

(IHF Financial Management Practice Manual)

Code of Conduct and Ethics

The Ipswich Hospital Foundation has a code of ethics as a part of its Financial Management Practice Manual and applies to all Members, employees and aligns with the *Public Sector Ethics Act 1994*. In summary it states:

Ethical behaviour

The Foundation's mission and objectives will be achieved by good management practices and adherence to general principles of:

- *Ethical Behaviour* – adherence by all Foundation members and employees to the highest ethical and business standards.
- *Supportive Efficiency* – maintenance of financial controls and systems to achieve maximum efficiencies.
- *Technological Advances* – use of cost-efficient technology.
- *Individual opportunity, communication and expression*:
 - Provision to members and employees of proper resources within resource constraints, training and authority to carry out their responsibilities.
 - All members and employees will treat each other fairly, with respect, whilst developing their talents and skills to their full potential to increase their contribution to the success of the Foundation.

There were no known breaches of the code. The full code of conduct has been submitted to the Minister of Health for approval and once obtained a plan for training and distribution will be developed.

Audit

The Risk, Management and Administration Committee conducts regular financial reviews and the Board has decided that an Audit Committee is not required. The internal audit function for the Ipswich Hospital Foundation is conducted by the Risk, Management and Administration Committee.

The Auditor General has exempted the Ipswich Hospital Foundation from audit by the Queensland Audit Office (QAO) as it is considered small size and low risk. The accounts are externally audited by R W Ramsey & Co.

Summary of Financial Performance

The Ipswich Hospital Foundation showed a small loss for the year but the accomplishments were substantial.

The loss was due to a number of factors:

- Expenses for car park maintenance and electricity were higher than budgeted.
- The number of advertisers in Health Living Ipswich was lower than anticipated and one advertiser was put into liquidation before payment.
- The assumption of the management of the volunteers at Ipswich Hospital by IHF was not fully budgeted as it took place in the second quarter of the financial year.
- The level of donations and general support funds were less than envisioned.

Year in summary

The Ipswich Hospital Foundation (IHF) continues to strive with the community to *Become the Healthiest Community*. The Chief Executive of the West Moreton Hospital and Health Service, Lesley Dwyer, participated at our annual planning meeting assisting us on how best we could best work together.

Dr Louise McLoughlin and David Preston were appointed as Members and the membership of Neil Harding, Anne-Maree Savige, Cheryl Kermond and Professor Debra Creedy Membership was extended. Cr Cheryl Bromage retired.

Highlights this year include:

- Close to a record number of participants came for the Ipswich Park2Park; a highly successful Heritage Bank Ipswich 100 Bike ride, and the One Mile Gift not only encouraged people to participate in more physical activities but also provided needed funds.
- The relationship with the West Moreton Hospital and Health Service (WMHHS) continued to develop and strengthen. During the year a joint meeting of the WMHHS and the Ipswich Hospital Foundation Boards was held. This resulted in a commitment from both to work more collaboratively to reach mutual goals and to meet on a regular basis.
- The Grants Committee of IHF has 'disbanded' and now research and excellence/ innovation projects are now planned and conducted in conjunction with WMHHS.
- The new sun screen dispensers for public areas, schools, council swimming pools, and sporting clubs are proving to be very popular.
- The Foundation web-site has been redesigned with easier navigation. Newsletters, Flyers and media announcements continue to keep the community informed and enhance health literacy.
- Healthy Living Ipswich magazine reaches most households in Ipswich area providing valuable nutrition and health information.
- The Fit4Life fitness activities continue to have wide appeal with over 300 people weekly participating.
- The Resource Centre is very well utilised by clubs and organisations in the community and is helping to increase the number and improve the safety of healthy events.
- Partnerships with professional organisations (especially Physiotherapy Networks), the Youth Mental Health First Aid courses, the International Social Work Day, Research Advisory Group of WMHHS continued strongly with all organisations having successful conferences and workshops.
- The men's health initiatives two Breakfast for Blokes and a new Lunch for Ladies initiative has started.
- Support for the Sunshine Circle continued to provide the Sunshine Ward and other health services with needed equipment and supplies.

Promoting Healthier Lifestyles

Individuals need to assume more responsibility for those aspects of their own health care that they control and direct. The Ipswich Hospital Foundation provides programs and activities that help motivate and provide opportunity

Corporate objectives	Key performance indicators	Corporate strategies
Reduce rates of chronic disease in the community by investing in health awareness and prevention campaigns		
Fit 4 Life - Get Active		
Provide motivation and offer opportunities for a healthier lifestyle	<ol style="list-style-type: none"> 1. 50 % increased number of people who put together at least 30 minutes of moderate physical activity most days of the week 2. 25% increase in number of people participating and benefitting from healthy events offered. 3. 50% increased number of community healthy events offered that meet safety standards. 4. 25% increased usage of sunscreen with a reduced number of skin cancers. 	<ul style="list-style-type: none"> • Offer and increase the number of low-cost or free fitness activities throughout the week. • Develop and promote a membership club with simple on-line direct debit mechanism for registration and payment. • Promote the Get Active message at various community opportunities. • Engage WMHHS staff in fitness activities. • Offer a healthy events every quarter, especially ones with wide appeal. • We will further develop the IHF Resource Centre, offering free materials for healthy events in the community. • Provide free sunscreen for outdoor events and activities with accurate supportive information.

Increasing Physical Activity

“Put together at least 30 minutes of moderate- intensity physical activity on most, preferably all, days”, *National Physical Activity Guidelines*. Fit 4 Life offers free or low cost regular fitness and exercise programs for the general community (18 per week). Offering both informal and formal sessions every day of the week with changes taking place quarterly adjustment of the schedule of offerings.

Certified trainers/ trained first aiders, and adequate sun protection is available at all sessions.

- A 50% increase in participants weekly from last year.
- Demonstrative involvement in other physical activities;

- Survey of participants show overall satisfaction;
- Significant individual improvement in fitness and health status;
- New activities such as additional low impact activities and aqua aerobics.
- Membership Club has started.
- Flexibility in the program allows changes to be made relatively easily as interests and availability of sites and trainers change.

Healthy Events- Increasing Physical Activity

The staging of Healthy Events provides motivation and opportunities for people to increase their physical activity levels. People are able to set personal goals (for example, to run/ walk the Park2Park in a better time than the previous year) that are realistic; or simply begin to see physical activity as an enjoyable opportunity, instead of a chore. IHF offers a variety of events throughout the year or partners with others.

Healthy events are conducted with safety as a main concern. Having healthy events that are inclusive and provide access to a large and diverse section of the population is also important. .

- 1) Park2Park Half Marathon; 10 & 5 km fun run; and Family Challenge. This year marked the 10th anniversary of the event.
- 2) Ipswich 100 Bike Ride (with Moggill Mt. Crosby Lions)
- 3) One Mile Gift (with Queensland Athletics League)

Sun Protection for Health -

The Ipswich Hospital Foundation provides sun screen, shade apparatus, head cover and other sun protection measures to the community. The Ipswich Hospital Foundation's Sun Protection Program provides the following at no charge (thanks to the generosity of the Moggill Mt Crosby Lions who donate funds received from the Ipswich 100 Bike Ride):

- Mounted sun screen dispensers at all public swimming pools in Ipswich and Somerset Council and many schools and parks;
- Two sun screen dispensing trailers (each with 4 dispensers) for large outdoor events, including the Ipswich Cup;
- Sun screen dispensers at some public Parks; schools; and Sport's Clubs. Over 300 L of sunscreen dispensed.
- Sachets for single use in show bags.

Resource Centre- Encourage safer and increased number of events.

The Resource Centre offers supplies and equipment to organisations in the community which can reduce costs of staging healthy events and activities. If the cost can be reduced and safety improved, the number of activities and the number of participants can increase. Over 100 bookings annually, assisting 50,000 people who attend the events.

Increase Health Knowledge

Besides opportunity and motivation the other thing IHF can offer is accurate health information.

Corporate objectives	Key performance indicators	Corporate strategies
Reduce rates of chronic disease in the community by investing in health awareness and prevention campaigns		
Fit 4 Life- Increase Health Knowledge		
Promote a higher degree of health literacy	<ol style="list-style-type: none"> 1. Increased number of people who can accurately identify healthy behaviours. 2. Increased number of people who maintain dietary guidelines 3. Increased number of people who can identify opportunities being offered for healthy lifestyle changes. 	<ul style="list-style-type: none"> • Publish Healthy Living Ipswich focusing on better nutrition and increased physical activity • Expand number of info-stations • Offer quarterly information sessions: Breakfast for Blokes and Lunch for Ladies. • Up-to-date and powerful web-sites. • Effective use of social media • Email newsletters and notifications • Press releases and maintenance of media contacts

Health Literacy and Information

The Ipswich Hospital Foundation utilises Information and Communication Technology (ICT) and printed media to promote health literacy and assist in motivation.

- *Healthy Living Ipswich* is monthly publication that is distributed to 64,000+ households in Ipswich through a letter box drop and stands for 6,000 copies at strategic locales. The 12-16 page magazines focus on a variety of health topics and is proving to be very successful in getting health and healthy lifestyle messages out to members of the community.
- A major focus of the magazine is to offer nutritional information and healthy recipes.
- Six Info-stations have started to be installed at health facilities (double last year) to disseminate accurate health knowledge’.
- Two Breakfasts for Blokes and one Lunch for Ladies information sessions were held.
- Electronic newsletters and press releases disseminated throughout the year.
- New web-sites (with new on-line registration system) set-up.

HEALTH ACTIVITIES IN THE COMMUNITY

Contributing to strengthening the health system, the delivery of frontline services through strong collaborative partnerships and research we will be contributing to our community '*Becoming the Healthiest in Australia*'.

Corporate objectives	Key performance indicators	Corporate strategies
Assist in the delivery of quality front line services and strengthening of the public health system through strong partnerships, collaboration with the wider community and research.		
Health Activities in the Community		
Contribute to strengthening the health system	<ol style="list-style-type: none"> 1. Assistance provided to the WMHHS as needed and feasible. 2. Have trained and competent volunteers to carry out assigned tasks 3. Better access and improvement of children's health services. 4. Provide quality and affordable car parking 5. Improved facilities, services and equipment. 	<ul style="list-style-type: none"> • Continue strong collaboration with the WMHHS as per MOU. • Manage the volunteer program at Ipswich Hospital • Have the volunteer program engage more of the community and broaden its scope. • Continue and further enhance the Sunshine Circle for children's health. • Manage the car parking services for staff and clients at Ipswich Hospital and Health Plaza. • Augment patient and visitor waiting areas at Health Services.
Assist in the delivery of frontline services	<ol style="list-style-type: none"> 1. Documented improvement in health services for disadvantaged populations 2. Partnership outcomes that produce better health initiatives and results. 	<ul style="list-style-type: none"> • We will continue to provide services of a Wig library and other support services for cancer sufferers. • Provide young people's health program in schools and/or community. • Investigate and initiate a program for rural populations. • Foster stronger partnership with professional organisations and WMHHS (Physiotherapy Networks; Social Workers; YMHA; Mental Health trainers) education facilities; Sport and Rec organisations; local and state government entities.
Facilitate Health and Medical Research	<ol style="list-style-type: none"> 1. Research findings and publications in community health 2. Research conducted at WMHHS facilities 3. Support services offered to researchers. 	<ul style="list-style-type: none"> • Continue partnership with QCMHR; EMRF and local universities • Participate and assist WMHHS Research Strategies and implementation. • Assist with administrative functions involving research.

Contribute to the strengthening of the public health system

Memorandum of Understanding (MOU)- A MOU between IHF and WMHHS is nearing completion and will be signed shortly. IHF assisted in the planning and execution of the Hospital Open Day in November.

Volunteer program for WMHHS - This year we assumed the management of the volunteer program. This is predominately at Ipswich Hospital but is expanding to other services of WMHHS and IHF.

Sunshine Circle- A brighter future for healthier children

The Sunshine Circle help's our community's smallest and younger residents grow to their own health potential. Much needed medical equipment is supplied with these funds. The Health promotion and prevention programs also continue to expand from simple health education activity booklets, an annual Tuff Kidz triathlon; the Heritage Bank Ipswich 100 25km My Life Medical Family Espirit cycling event to the annual Family challenge at the Park2Park.

Providing Car Parking

IHF under lease arrangements with WMHHS manages 3 car parks for clients, staff and the general public that is affordable, clean and safe.

Assist in the Delivery of Frontline Services

Wig Library-

A wig library for cancer sufferers is set-up at the IHF office.

Young People's Health –

PEACH- IHF under contract with QUT is operating the State's Promoting Healthy Weight in Children program in Ipswich. One 10 week session has been completed.

Rural Health- IHF is participating and helping to organise the Laidley Hospital Anniversary Open Fun Day.

Partners 4 Health-

Partnerships are essential to this whole-of-community approach as no single organisation can achieve this lofty goal on its own. The partnerships are always cooperative in nature and involve a great deal of time, resources and energy to develop them to their fullest potential. The partnerships can be grouped, generally, into the following areas:

- Health and Medical Professional organisations: Physiotherapy Networks; QLD Centre for Mental Health Research; Oxley West Moreton Medicare Local;
- Local Government: Ipswich City Council (Ipswich Physical Activity Forum); Active and Healthy Somerset; Scenic Rim and Lockyer Councils;
- Health Support Groups: Association of Relatives and Friends of the Mentally Ill, Sunshine Coast; Mental Health Association; Jacaranda

House; Prostate Cancer Support Group; Breast Cancer Support Group; Esk, Boonah and Laidley Hospital Auxiliaries; Ipswich Nurses Association;

- Health Education Groups: The University of Queensland (MBBS Ipswich Community Consultation Group; Studies; UQ Brain Institute; School of Nursing); USQ Ipswich Campus; QUT
- Health Champions: Gale Force Running Squad; Ipswich Athletics; and Ipswich Little Athletics.

WM Health Research

The Ipswich Hospital Foundation participated in the planning and implementation of the Annual Research Day that highlighted research activities throughout the West Moreton HHS community. IHF also participated in the WMHHS Research Advisory group.

The Foundation continues to provide support to the QLD Centre for Mental Health Research by providing funding (through the Sunshine Coast ARAFMI Scholarship) for a PhD Researcher and provided UQ School of Medicine a PhD partial scholarship in Palliative Care Research.

The Research Hub has provided administrative and financial services to the Queensland Emergency Medicine Research Fund activity examining *the utility of ultrasound for distinguishing heart failure* and for other research projects.

Glossary of terms

IHF - Ipswich Hospital Foundation

UQ – University of Queensland

QUT - Queensland University of Technology

WMHHS- West Moreton Hospital and Health Service

Interpreter service

If you have difficulty understanding the Annual Report, contact us at 1300736428 and we will arrange an interpreter to effectively communicate the report to you.

Online version

The online version of this annual report can be found at www.ihfoundation.org.au

Privacy Policy, Information Systems, Right of Information and Recordkeeping Compliance Policy

The Ipswich Hospital Foundation's Privacy Policy, Information systems (including Right of Information) and recordkeeping compliance policy are in accordance with the Foundation's Financial Management Practice Manual. These reference guidelines of the State of Queensland (especially the *Right of Information Act 2009*, *Public Records Act 2002* and the *Information Privacy Act 2009*). The object of these Acts and the Ipswich Hospital Foundation's policies are to push information into the public domain and protect personal information.

The Ipswich Hospital Foundation has its Privacy Policy is available on its web-site www.ihfoundation.org.au

There were no Right of Information requests received during the year.

Open data

There were no consultancies or overseas travel to report during this past year.

Checklist for the Annual report requirements for the Ipswich Hospital Foundation

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister 	ARRs – section 8	Page 4
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 10.1	Page 2 Page 15
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	Page 15
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	Page 15
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4	Page 2
	<ul style="list-style-type: none"> Information licensing 	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 10.5	N/A
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1	Page 3
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2	Page 3
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3	Page 5
	<ul style="list-style-type: none"> Machinery of Government changes 	ARRs – section 11.4	N/A
Non-financial performance	<ul style="list-style-type: none"> Government objectives for the community 	ARRs – section 12.1	Pgs. 3-14
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2	N/A
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	Pgs. 3-14
	<ul style="list-style-type: none"> Agency service areas, service standards and other measures 	ARRs – section 12.4	Pgs. 3-14
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	Page 14 & Pg 2-Fin Rep
	<ul style="list-style-type: none"> Chief Finance Officer (CFO) statement 	ARRs – section 13.2	N/A
	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	Page 5
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	Pages 5-6
	<ul style="list-style-type: none"> Related entities 	ARRs – section 14.3	Page 6
	<ul style="list-style-type: none"> Boards and committees 	ARRs – section 14.4	Page 6

Summary of requirement	Basis for requirement	Annual report reference	
	<ul style="list-style-type: none"> • Public Sector Ethics Act 1994 	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs – section 14.5	Page 6
Governance – risk management and accountability	<ul style="list-style-type: none"> • Risk management 	ARRs – section 15.1	Page 6
	<ul style="list-style-type: none"> • External Scrutiny 	ARRs – section 15.2	N/A
	<ul style="list-style-type: none"> • Audit committee 	ARRs – section 15.3	N/A- pg 6
	<ul style="list-style-type: none"> • Internal Audit 	ARRs – section 15.4	Page 6
	<ul style="list-style-type: none"> • Public Sector Renewal Program 	ARRs – section 15.5	N/A
	<ul style="list-style-type: none"> • Information systems and recordkeeping 	ARRs – section 15.7	Page 15
Governance – human resources	<ul style="list-style-type: none"> • Workforce planning, attraction and retention and performance 	ARRs – section 16.1	Page 6, Page 15 Fin Rep
	<ul style="list-style-type: none"> • Early retirement, redundancy and retrenchment 	<i>Directive No.11/12 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	Page 6
	<ul style="list-style-type: none"> • Voluntary Separation Program 	ARRs – section 16.3	Page 6
Open Data	<ul style="list-style-type: none"> • Open Data 	ARRs – section 17	Page 15
Financial statements	<ul style="list-style-type: none"> • Certification of financial statements 	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Fin Rep Pg26
	<ul style="list-style-type: none"> • Independent Auditors Report 	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Fin Rep Pg 27
	<ul style="list-style-type: none"> • Remuneration disclosures 	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3	Fin Rep Pg 15 & 18

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