

## **ECONOMIC DEVELOPMENT COMMITTEE LATE REPORTS**

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\*\* Item includes confidential papers

**ECONOMIC DEVELOPMENT COMMITTEE NO. 12**

**3 DECEMBER 2019**

LATE REPORTS

6. **IPSWICH CENTRAL REDEVELOPMENT GOVERNANCE**

This is a report concerning the governance arrangements for the Ipswich Central Redevelopment Project.

This report recommends that Council adopt a governance structure for the project which includes a Retail Precinct sub-project steering committee with a remunerated independent Chairperson with relevant commercial, retail development and operations experience.

The proposed governance structure is designed to ensure that the Ipswich Central redevelopment is delivered in a transparent, effective and efficient manner to enable the project to achieve the objective of an activated and commercially successful central business district.

**RECOMMENDATION**

That the Interim Administrator of Ipswich City Council resolve:

- A. That Council adopt the proposed governance structure for the delivery of the Ipswich Central redevelopment project as detailed in this report.
- B. That Council approve the draft Terms of Reference for the Retail Sub-Project Steering Committee, as attached to this report.

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**\*\* Item includes confidential papers**

and any other items as considered necessary.

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*The Chairperson has determined this matter is of real urgency and approval has been given to refer this report to the Economic Development Committee as a late item.*

ITEM: 6

SUBJECT: IPSWICH CENTRAL REDEVELOPMENT GOVERNANCE

AUTHOR: GENERAL MANAGER - COORDINATION AND PERFORMANCE

DATE: 22 NOVEMBER 2019

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## **EXECUTIVE SUMMARY**

This is a report concerning the governance arrangements for the Ipswich Central Redevelopment Project.

This report recommends that Council adopt a governance structure for the project which includes a Retail Precinct sub-project steering committee with a remunerated independent Chairperson with relevant commercial, retail development and operations experience.

The proposed governance structure is designed to ensure that the Ipswich Central redevelopment is delivered in a transparent, effective and efficient manner to enable the project to achieve the objective of an activated and commercially successful central business district.

## **RECOMMENDATION/S**

**That the Interim Administrator of Ipswich City Council resolve:**

- A. That Council adopt the proposed governance structure for the delivery of the Ipswich Central redevelopment project as detailed in this report.**
- B. That Council approve the draft Terms of Reference for the Retail Sub-Project Steering Committee, as attached to this report.**

## **RELATED PARTIES**

There are no known conflicts of interest in relation to this report.

## **ADVANCE IPSWICH THEME**

Strengthening our local economy and building prosperity

## **PURPOSE OF REPORT/BACKGROUND**

Ipswich City Council is currently undertaking a major redevelopment of the various Council-owned properties in and around Nicholas Street within Ipswich Central. The redevelopment

includes a core Council assets of a civic precinct, a community library and a new Council Administration building. The redevelopment also includes a number of retail and commercial assets owned by Council, which, when fully developed and leased to private sector entities, will comprise retail, cinemas, food / beverage and commercial buildings. For ease of reference, Table 1 below has been included to clearly identify the various Council owned assets in the precinct.

| Table 1: Ipswich CBD Redevelopment – Key Components |                               |
|---|-------------------------------|
| ICC Civic Assets                                    | Nicholas Street Retail Assets |
| Admin Building                                      | Venue                         |
| Library   | Metro A and B                 |
| Civic Precinct                                      | Eats                          |
| Nicholas Street / Union Place                       | Commonwealth Hotel            |

Table 1: Components of the Ipswich Central Development  
Source: Nicholas Street Retail – Business Case, 2019.



A construction manager, Hutchinson Builders, has been contracted by Council to deliver the Civic Precinct, community library and Council Administration building. These components of the Ipswich Central redevelopment are integral to the operations of Council and are intended to be retained in long-term Council ownership. The adjoining retail, commercial and entertainment assets owned by Council are largely currently vacant in advance of redevelopment.

On 28 October 2019, Council endorsed a development and divestment strategy for the retail and commercial assets that was informed by a market sounding and financial analysis conducted by KPMG. KPMG's analysis was based on extensive investigations by various professional firms including Ranbury Management Group, Urbis, Brain and Poulter, WSP, RLB, McKenzie Group and Savills.

The endorsed development and divestment strategy adopted by Council on 28 October 2019 recommended that Council expend funds to develop the retail, commercial and entertainment assets in a staged approach designed to achieve the key objectives of the Ipswich Central redevelopment. The report advised that the KPMG review identified that Council will most likely need to hold and operate these non-core assets to demonstrate that they are an ongoing commercial success in order to divest the assets and maximise the return on investment for Ipswich ratepayers. In other words, Council needs to "prove up" these assets for a year to two as a vibrant inner city precinct in order to demonstrate a value proposition for private sector investors. Any earlier sale of the assets would probably be at a lower price due to current investor market uncertainty.

With the endorsement by Council of this new development and divestment strategy, it was timely for Council to re-examine the governance structure for the Ipswich Central redevelopment project.

### **Ipswich Central Redevelopment Project Governance Structure**

In October 2018, Council obtained advice from Queensland Treasury Corporation (QTC) in relation to the most appropriate project governance arrangements for the Ipswich Central redevelopment. This advice is included as Attachment 1 to this report. QTC recommended the establishment of a Project Steering Committee comprised of a Chairperson with appropriate property development or construction experience, the internal project manager, an independent / external to Council commercial advisor, the CEO of Council and a Council finance representative.

### **Existing Ipswich Central Redevelopment Steering Committee**

Council subsequently established a Project Steering Committee to fulfil this function. At present, this steering committee is currently comprised of the Chairperson Mr Steve Greenwood (a member of the Interim Management Committee during this period of Interim Administration), the Council CEO Mr David Farmer and the Council's General Manager of Corporate Services. This project steering committee is functioning effectively in relation to the construction and project management aspects of the Ipswich Central redevelopment and it is not advised that any changes are required to the composition or function of this steering committee at this stage, which reports through to Council on a monthly basis.

### **Proposed New Governance Structure for the Ipswich Central Redevelopment Project**

With the adoption of the new retail and commercial development and divestment strategy, the existing Ipswich Central Redevelopment Steering Committee has recommended that an additional Retail Steering Group be established.

The steering committee has identified that the current membership of the committee does not have appropriate expertise in relation to the marketing, leasing, contractual and operational aspects of a retail and commercial precinct. The steering committee has recommended that Council establish the Retail Steering Group and conduct recruitment for a remunerated independent Chairperson and members with experience in the development and operation of a retail / commercial precinct.

The remuneration for these positions will be consistent with the Queensland State Government "Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies" (Attachment 2).

In essence, the proposed Retail Steering Group will consist of independent industry experts plus the Council CEO and will oversee the marketing, leasing and redevelopment of the non core Council civic assets. The Group will report to the current Ipswich Central Redevelopment Steering Committee and hence to full Council. The Retail Steering Group will apply its members' collective expertise to consider and recommend to Council the terms and conditions of the various leases, licences and sale of the non core Council properties.

It is noted that this governance membership structure reflects that recently endorsed by the Moreton Bay Regional Council for “the Mill” redevelopment at Petrie, which was also informed by QTC advice.

The proposed Terms of Reference for the Sub-Project Steering Committee are attached to this report and submitted to Council for approval.

### **LEGAL/POLICY BASIS**

This report and its recommendations are consistent with the following legislative provisions:  
*Local Government Act 2009*

### **RISK MANAGEMENT IMPLICATIONS**

There is significant financial and reputational risk to Council associated with the Ipswich Central redevelopment project. There is additional financial and reputational risk for Council in the development and then ongoing operation of the retail and commercial assets that needs to be managed. The proposed governance structure, with the creation of a Retail Steering Group with appropriately qualified and experienced independent Chairperson and members, will act as an effective control measure to manage this risk.

### **FINANCIAL/RESOURCE IMPLICATIONS**

The remuneration of an independent Chairperson and members in accordance with the Queensland State Government “Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies” has a minor financial implication for the organisation.




### **COMMUNITY AND OTHER CONSULTATION**

Queensland Treasury Corporation have been consulted in relation to this report.

### **CONCLUSION**

The endorsement of the revised proposed governance structure for the Ipswich Central Redevelopment Project will enable Council to appropriately manage the risks associated with the project.

### **ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS**

|    |  |
|----|--|
| 1. | Queensland Treasury Governance Report               |
| 2. | Remuneration Procedures for Part-Time Chairpersons  |
| 3. | Sub-Project Steering Committee Terms of Reference   |

Sean Madigan

**GENERAL MANAGER - COORDINATION AND PERFORMANCE**

I concur with the recommendations contained in this report.

Greg Chemello  
**INTERIM ADMINISTRATOR**

***“Together, we proudly enhance the quality of life for our community”***

# Ipswich CBD Redevelopment Project: Project governance arrangements



PREPARED FOR IPSWICH CITY COUNCIL

11 OCTOBER 2018

## Context and purpose

In December 2017, Ipswich City Council (Council) engaged Queensland Treasury Corporation (QTC) to assist in understanding and analysing the commercial implications of the CBD redevelopment project (the Project). A specific scope of work was agreed as part of this engagement, to consider, analyse and provide advice on the project governance arrangements for the construction of the administration building (the Advice). QTC's recommendations were provided to Council in its report dated 23 February 2018 and were premised on the Project being delivered by Council's wholly-owned subsidiary Ipswich City Properties Pty Ltd (ICP).

In September 2018, Council engaged QTC to assist in developing an overarching strategy for the Project. As part of this engagement, Council also asked QTC to revisit the Advice to reflect delivery of the Project through Council rather than ICP.

This report outlines our key findings and recommendations for Council's consideration.

## Recommendations

### Governance arrangements

The governance arrangements for the Project should ensure accountability and transparency, support the achievement of objectives and lead to better decision-making. We have included at Attachments A and B our recommended governance arrangements and reporting regime for the Project. We recommend that:

- A Project Steering Committee (PSC) be established with responsibility for overseeing all aspects of project delivery. The PSC should meet on a monthly basis with additional meetings held as necessary. These additional meetings may be required particularly during early and other critical phases of the Project. The membership of the PSC should be between four and six people and include a mix of skills, external or internal to Council, that will add value to the project delivery process. The mix of skills may change over the life of the Project, however they should include:
  - a Chairperson with appropriate property development or construction experience. This role could be filled externally or through utilising a member of the interim management committee
  - the Project Director
  - the Chief Operating Officer – Finance and Corporate Services, and
  - the Chief Executive Officer of Council.Representatives from key contractors and consultants (eg, Ranbury) while not members of the PSC, should be invited to attend the PSC meetings for the purpose of providing progress updates on the Project.
- A standardised reporting regime (refer Attachment B) is adopted to define the information and frequency of reporting between the:
  - project team and the PSC
  - PSC and the division within Council that has overall responsibility for project delivery - we have referred to this division as the Special Projects Group (SPG)
  - SPG and the Executive Leadership Team, and
  - SPG and Council (reporting via Council's committee structure).



- An assurance function for the the Project is utilised, leveraging off Council's internal audit function and/or a specialised outsourced provider where specific skills are required (eg, cost and claim reviews). The scope of assurance reviews should also be reflective of the identified project risks - refer recommendations on risk below.

## Project delegations

Project specific delegations will assist with the timeliness of project delivery and ensure clear lines of accountability for incurring of expenditure. Based on the nature of the expenditure, the existing Council delegations appear to be suitable for the Project however the delegations provided to the Project Director appear low. While the actual level of delegations is a matter for Council, we would recommend that the Project Director's delegation be increased to \$0.75 million for the duration of the Project. This delegation level is consistent with the delegation level provided to Council's Chief Operating Officer of Infrastructure Services.

In managing the Project budget and delivery, we recommend that the Project Director's delegations include the ability to:

- Incur expenditure through the execution of contracts, as necessary, up to \$0.75 million for each individual contract so long as the expenditure is consistent with the Project budget.
- Approve time and cost variations to individual contracts so long as those variations are consistent with the Project budget, delivery timeframe and do not exceed \$0.75 million (in aggregate including the original value of the contract).

## Project team external resourcing

The Project team will require a mix of Council and external resources to deliver the Project. The Advice previously recommended Ranbury engage the external resources to minimise transaction volumes due to the financial risks posed by ICP system limitations. This approach incurred an additional 5% administration fee over the cost of the external resources. However, with Council delivering the Project, these specific risks are no longer relevant.

We understand that for the Civic Space, Library and Administration Building components of the Project, there is an estimated \$1 million of external resource costs likely still to be incurred, resulting in an administration fee of \$0.05 million if these resources continued to be engaged through Ranbury. While Council could engage these external resources directly (through direct engagement or novation), it is unlikely to be of benefit from both a cost and risk perspective. In particular, specialist legal advice would be required to ensure that any risks associated with engaging consultants previously engaged by Ranbury were appropriately managed, including:

- rights to recover or remedies relating to defective work performed, and
- intellectual property ownership.

We recommend that current and continuing (or related) arrangements for engaging external resources through Ranbury be maintained. Any new external resources or new and unrelated scopes of work for existing external resources previously engaged through Ranbury can be engaged directly by Council.

## Project team accountabilities

The Project team should have clearly defined roles and responsibilities, reporting lines and accountability for outcomes. We recommend that these aspects be documented within an overall Project team structure document. This is particularly important for internal resources that have shared responsibilities with ordinary Council functions.

## Insurance

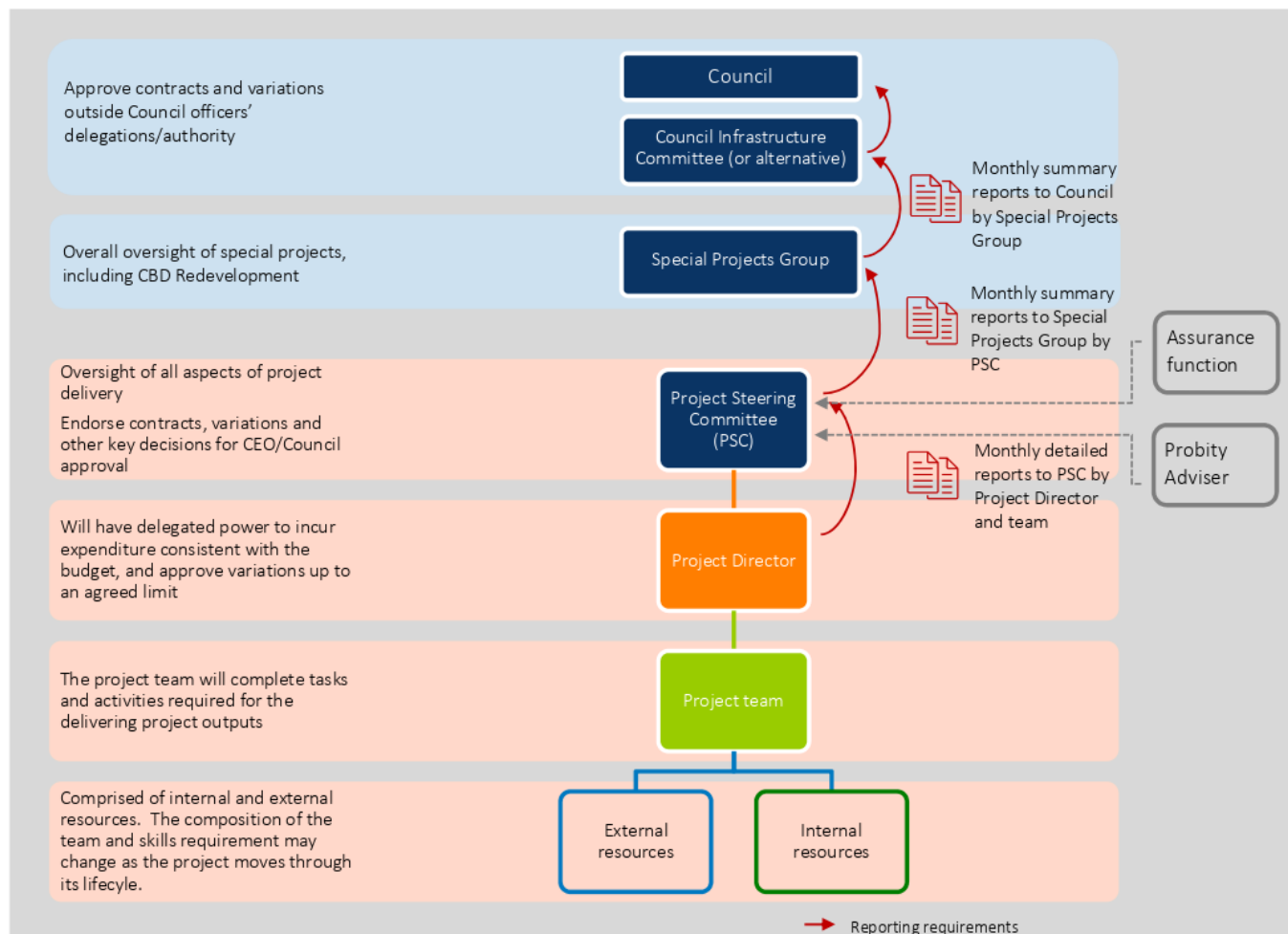
Council will need to ensure it has appropriate insurance coverage to accommodate construction and associated activities of the Project. We recommend that Council engages with its insurance broker/s to ensure that appropriate levels of insurances are held by Council including cancelling/transferring previous insurance policies held by ICP.

## Risk

Council should regularly review the Project's risk register including holding periodic risk workshops with relevant stakeholders. Emerging issues and risks should be monitored and reported on a regular basis (refer Attachment B).

Disclaimer: All opinions, statements, analyses and forecasts expressed in this paper are based on information from sources which QTC believes to be authentic. This paper is intended only to provide a summary of the subject matter covered. It does not purport to be comprehensive or to provide financial or other advice. Accordingly, specific professional advice should be obtained before acting on the basis of any matter covered in this paper. QTC issues no invitation to anyone to rely on this paper and intends by this statement to exclude any and all liability for any such opinions, analyses and forecasts. Copyright: This paper is Copyright© the State of Queensland (Queensland Treasury Corporation), all rights reserved under Australian laws. No part of it may be reproduced, copied or published in any form or by any means without QTC's prior written permission.

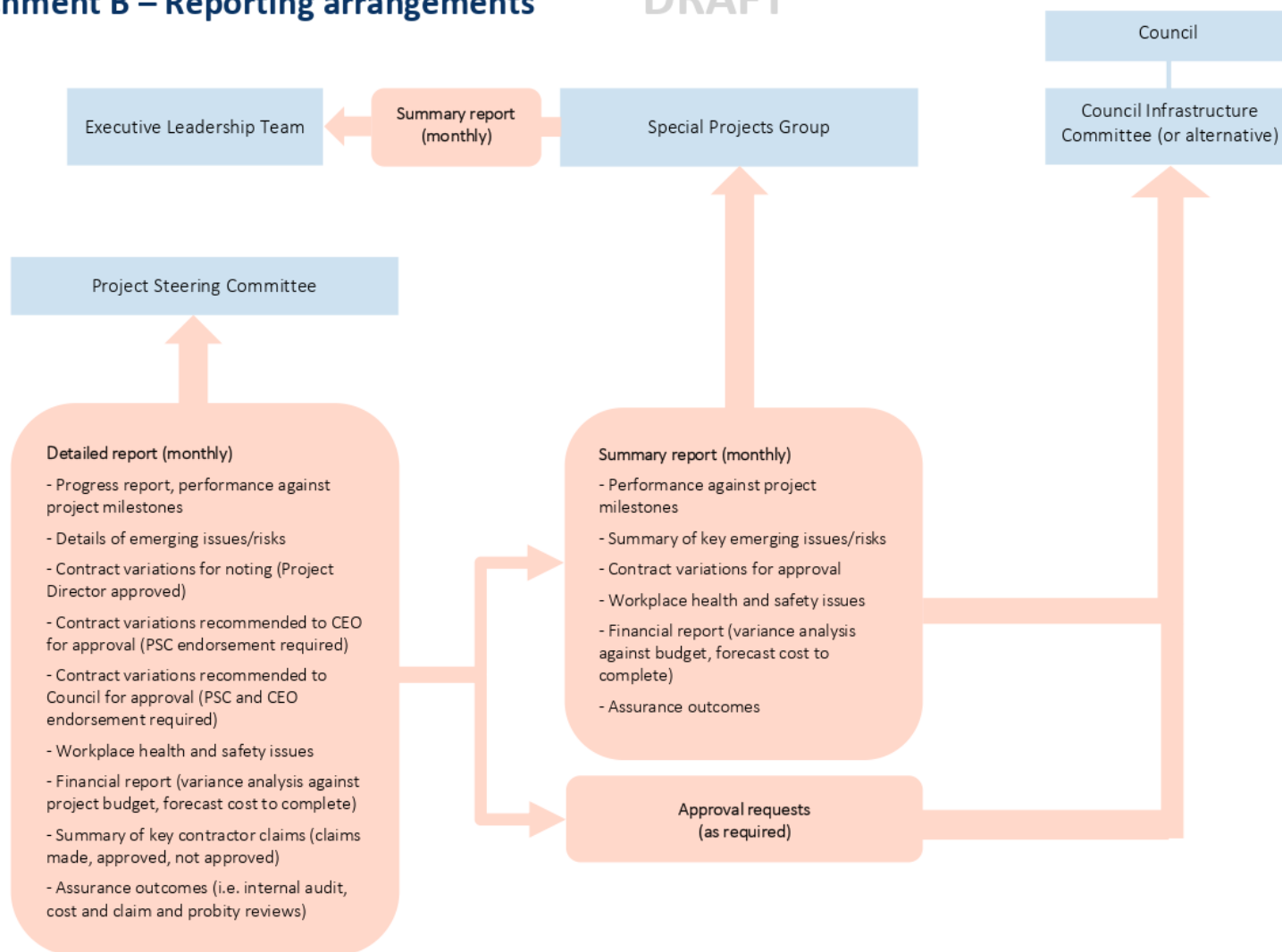
## Attachment A – Project governance arrangements **DRAFT**



Ipswich CBD Redevelopment Project: Project governance arrangements

## Attachment B – Reporting arrangements

DRAFT



## REMUNERATION PROCEDURES FOR PART-TIME CHAIRS AND MEMBERS OF QUEENSLAND GOVERNMENT BODIES

### Introduction

There are many different types of Queensland Government bodies. They range in scale and character from advisory committees providing policy advice on discrete areas of government policy to governing boards overseeing multi-million dollar government trading enterprises.

Details of the current government bodies are set out on the Queensland Register of Appointees to Government bodies' website at: <http://governmentbodies.premiers.qld.gov.au/>

Chairs and members of government bodies provide a significant contribution to the community through their participation on these bodies. Where appropriate, remuneration is a way to acknowledge this contribution and to recognise that good corporate governance of these bodies results in sustained and long-term value for Queensland. However, there is also an element of community service and the Government does not consider it necessary to remunerate the membership of all government bodies.

All proposals by a Minister to remunerate a new government body or change the remuneration arrangements for an existing body must be endorsed by Cabinet.

### Application

These procedures apply for the purposes of determining remuneration for all part-time chairs and members of Queensland Government bodies.

These procedures do not apply to full-time independent statutory office holders such as those listed in section 67 of the *Parliament of Queensland Act 2001* (for example, the Adult Guardian, Director of Public Prosecutions, Information Commissioner, Auditor-General and the Registrar-General of Births, Death and Marriages).

### Remuneration matrix

When it is considered appropriate to remunerate a Queensland Government body, the remuneration for chairs and members is to be determined by applying the Remuneration Matrix set out in [Attachment 1](#).

The Remuneration Matrix is to be applied when a Minister proposes to:

- establish a new government body and the chair and/or members are proposed to be paid; or
- change the remuneration arrangements for an existing government body.

The Remuneration Matrix is also to be applied to existing government bodies as each appointment expires or when remuneration matters are progressed to Cabinet. This will allow for a gradual transition period in implementing the new scheme.

A Remuneration Assessment form is to be completed by a department to determine a category and category level and submitted to the Department of the Premier and Cabinet for assessment ([Attachment 2](#)). The Minister must seek Cabinet's endorsement for the proposed remuneration through a Significant Appointment or Policy submission and the Remuneration Assessment form must be attached to the submission.

Consultation must occur with the Department of the Premier and Cabinet at least 28 days before advance lodgement of the submission.

### Categories

The Remuneration Matrix sets out four categories of government bodies:

- Enterprise;
- Governance;
- Regulation, administration and advice; and
- Adjudication and determination.

For each category there are three category levels. The Remuneration Matrix outlines the 'indicators' relevant to each of the category levels. The 'indicators' are based on the functions, and in some cases the business profile, of a government body.

The 'indicators' are used to assess where the relevant government body best fits in the matrix. Guidance on how to apply the 'indicators' and determine a category and category level is set out as part of [Attachment 2](#).

Where a government body is comprised of different member types, it may be appropriate for a department to assess the membership of the body in two category levels. For example, the guide recognises that a government body in the "Adjudication and determination" category may include members requiring specialist qualifications and expertise, and members with or without qualifications.

Once a determination is made on the best fit for a government body and its members, each of the category levels in the matrix has corresponding remuneration.

### Remuneration type

Remuneration for the membership of government bodies may be paid as an annual fee, daily fee or sessional/meeting fee. Deputy chairs are to be paid at the rates prescribed for members.

The types of remuneration are set out in the following table:

| Category                              | Remuneration type        | Decision making   |
|---------------------------------------|--------------------------|---|
| Enterprise                            | Annual fee               | Minister identifies appropriate pay point in the pay range for annual fees and sub-committee fees per committee position  |
|                                       | Sub-committee fee        |   |
| Governance                            | Annual fee               | Minister identifies appropriate pay point in the pay range for annual fees and sub-committee fees per committee position  |
|                                       | Sub-committee fee        |   |
| Regulation, administration and advice | Annual or daily fee      | Minister decides whether to pay annual or daily fees  |
|                                       | Sub-committee fee        | Minister identifies appropriate pay point in the pay range for annual fees<br><br>Set amounts apply for daily fees, 50% to be paid if body or sub-committee meets for four hours or less<br><br><i>NB: If a body is receiving annual fees and does not meet more than six times per year, Ministers should consider if daily fees are more appropriate.</i> |
| Adjudication and determination        | Sessional or meeting fee | Set amounts apply for sessional or meeting fees   |

### *Sub-committees*

Where a sub-committee of a government body has been established (i.e. under the parent government body's enabling legislation or constitution, or by a Cabinet decision), the chair and members are eligible to be remunerated for the appointment. Membership of the sub-committee may include members and non-members of the parent body. The Remuneration Matrix incorporates the fees payable to sub-committees, and chairs and members are to be paid fees for each sub-committee position that they hold.

The chair and members of a sub-committee are entitled to receive the sub-committee fees specified in the parent body's category level. Where the Minister considers that the fees in the parent body's category level are not appropriate for the sub-committee, a remuneration assessment should be completed.

Sub-committees of government bodies in the "Enterprise" and "Governance" categories are to receive annual fees. The Remuneration Matrix provides annual fee ranges for each category and category level. The Minister is to identify the appropriate fee in the range and the fee must be endorsed by Cabinet.

Sub-committees of government bodies in the "Regulation, administration and advice" category are to receive daily fees at the rates listed in the parent body's category level. In accordance with these procedures, 50% of the daily fee is to be paid if the sub-committee meets for four hours or less.

### *Additional work time*

The annual fees paid to chairs and members of government bodies are inclusive of the total work commitment associated with appointment.

Chairs and members of government bodies who receive daily fees or sessional or meeting fees are eligible to be remunerated for the additional work time required to carry out their role (ie. to prepare for meetings or hearings, write reports or decisions, undertake consultation or carry out inspections). The remuneration entitlement is to be based on the total number of hours relating to a single hearing or meeting or the additional work performed. For example:

| <b>Total hours</b> | <b>Chair/Member total work time</b>   | <b>Remuneration entitlement</b> |
|--------------------|---|---------------------------------|
| 4                  | "Regulation, administration and advice" category bodies<br>1 hour meeting preparation + 3 hour meeting  | 50% daily fee                   |
| 3                  | "Adjudication and determination" category bodies<br>1 hour meeting preparation + 2 hour meeting   | 1 x sessional/meeting fee       |
| 6                  | "Adjudication and determination" category bodies<br>1 hour meeting preparation + 3 hour meeting<br>+ 2 hours report writing                               | 2 x sessional/meeting fee       |
| 11                 | "Adjudication and determination" category bodies<br>2 hour meeting preparation + 4 hour hearing (for single or multiple matters) + 5 hours report writing | 3 x sessional/meeting fee       |

The chair is responsible for determining what is reasonable additional work time for each meeting or hearing.

### *Where significant travel is required*

'Significant travel' is where the total time spent travelling to and from a meeting or hearing (round-trip) from the chair or member's usual residence or workplace exceeds four hours.

The annual fees are an all encompassing fee which accounts for the time taken for significant travel. Chairs and members of these government bodies are not to be paid an additional fee for significant travel.



However, where daily or sessional fees are being paid, the chairs and members may be compensated for significant travel. This additional fee is to be calculated at 50% of the remuneration entitlement for attendance at the meeting or hearing.

#### **Out of pocket expenses**

Chairs and members of government bodies (whether they are paid or unpaid) are eligible to be reimbursed for reasonable out-of-pocket expenses including domestic travel, accommodation costs, motor vehicle allowances and meals. The allowances, as approved by the Governor in Council, are set out in [Attachment 3](#).

#### **Where a chair or member of a government body does not want to be paid**

When it is considered appropriate to remunerate a Queensland Government body and Cabinet has endorsed the proposed remuneration, individual chairs and members may elect not to be paid.

#### **Superannuation**

There are standard superannuation arrangements in place for members of certain Queensland Government Bodies, as listed in the schedule of the *Superannuation (State Public Sector) Notice 2010*.

Government body chairs and members have the option to choose either QSuper or another superannuation fund for their superannuation contributions.

#### **Taxation and GST**

Remuneration paid to chairs and members of government bodies is assessable under the *Income Tax Assessment Act 1997* (Cth).

GST is not payable on remuneration paid to government body chairs or members.

#### **Salary packaging**

The Queensland Government policy on salary packaging applies to chairs and members of government bodies. See Circular C1/11 at the following link:  
<http://www.psc.qld.gov.au/publications/circulars/assets/2011-1--arrangements-for-salary-packaging-from-1-april-2011.pdf>

#### **Declaration of other benefits**

Other benefits, such as the payment of telephone accounts, credit cards and travel allowances, are to be declared at the time of the Remuneration Assessment and at the appointment of the chair or members. All benefits are to be specified in the instrument appointing the chair or members.

#### **Annual reporting**

The administering agency must report on information about government bodies in the agency's annual report. The annual reporting requirements are available at the following link:  
<http://www.premiers.qld.gov.au/publications/categories/guides/annual-report-guidelines.aspx>

### Public sector employees

Public sector employees, employed full-time or part-time, who are appointed as part-time chairs or members of government bodies are not to be paid daily fees or annual allowances except where this is approved by government.

The conditions under which this approval is sought are:

- where the employee's chief executive certifies that the appointment is not connected in any way with the employee's employment and the meetings etc. are held outside ordinary working hours; or
- where deductions are made from the employee's wages when he or she attends meetings or other activities of the government body during normal working hours or during other legitimate time off (e.g. banked time leave, annual leave) viz. unpaid leave.

A Chief Executive Officer certification form is included at [Attachment 4](#).

*The reasons for recommending payment to public sector employees must be provided in the significant appointment Cabinet submission and Executive Council Minute.*

Where meeting fees are permitted by legislation to be paid, public sector employees are to be included in the Executive Council Minute with a stipulation that they are not to be remunerated, unless Cabinet determines that remuneration is to be paid in accordance with one of the exceptions above.

Where attendance at government body meetings is a function of an employee's work, normal public service conditions apply. For employees with an entitlement, the chief executive may approve overtime or time off in lieu. Other conditions such as travel allowance might also apply.

'Public sector employees' mean employees of federal, state or local governments, employees of semi-government organisations, either federal or state, including statutory authorities and employees of state and local government owned corporations and colleges. For the purpose of these procedures members of any parliament within Australia, elected local government representatives, judges, magistrates and other judicial and quasi-judicial officers are also regarded as public sector employees.

Paid officials or employees of universities are not included in this category.

### Previous remuneration rates

The remuneration rates contained in the former policy, *Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities*, and approved for a government body remain in force until the new Remuneration Matrix is applied and the new rate is approved by the relevant approving authority (Cabinet, Governor in Council or shareholder/s). The previous remuneration categories and fees are provided at [Attachment 5](#).



ATTACHMENT 1

REMUNERATION MATRIX

| ENTERPRISE  | Level 1   | Level 2   | Level 3  |
|---|---|---|--|
| <b>Indicators</b>   | Revenue/budget >\$1B<br>Net assets >\$1B<br>Total assets >\$1B<br>Total funds managed for third parties >\$1B<br>High level of commercial and organisational risk<br>High level of complexity   | Revenue/budget \$501M to \$999M<br>Net assets \$501M to \$999M<br>Total assets \$750M to \$999M<br>High to moderate level of commercial and organisational risk<br>High to moderate level of complexity   | Revenue/budget <\$500M<br>Net assets <\$500M<br>Total assets <\$750M<br>Moderate level of commercial and organisational risk<br>Moderate level of complexity   |
| <b>Annual fees</b>  | Chairperson – 80,000 to 165,000<br>Member – 45,000 to 70,000  | Chairperson – 50,000 to 100,000<br>Member – 30,000 to 45,000  | Chairperson – 30,000 to 50,000<br>Member – 20,000 to 30,000  |
| <b>Annual sub-committee fees</b>  | Chairperson – 6,000 to 16,000<br>Member – 4,000 to 11,000   | Chairperson – 4,000 to 6,000<br>Member – 3,000 to 5,000   | Chairperson – 4,000 to 6,000<br>Member – 3,000 to 5,000  |
| GOVERNANCE  | Level 1   | Level 2   | Level 3  |
| <b>Indicators</b>   | Revenue/budget >\$200M<br>Net assets >\$200M<br>Total assets >\$200M<br>High level of independence<br>High level of risk<br>High level of complexity  | Revenue/budget \$75.1M to \$199M<br>Net assets \$50.1M to \$199M<br>Total assets \$20.1M to \$199M<br>High to moderate level of independence<br>High to moderate level of risk<br>High to moderate level of complexity  | Revenue/budget <\$75M<br>Net assets <\$50M<br>Total assets <\$20M<br>Moderate level of independence<br>Moderate level of risk<br>Moderate level of complexity  |
| <b>Annual fees</b>  | Chairperson – 75,000 to 105,000<br>Member – 40,000 to 75,000  | Chairperson – 35,000 to 75,000<br>Member – 15,000 to 40,000   | Chairperson – 5,000 to 35,000<br>Member – 3,000 to 15,000  |
| <b>Annual sub-committee fees</b>  | Chairperson – 4,000 to 6,000<br>Member – 3,000 to 5,000   | Chairperson – 2,500 to 4,000<br>Member – 2,000 to 3,000   | Chairperson – 1,000 to 2,500<br>Member – 500 to 2,000  |
| REGULATION,<br>ADMINISTRATION &<br>ADVICE   | Level 1   | Level 2   | Level 3  |
| <b>Indicators</b>   | Regulatory and investigative powers<br>Registration, licensing or accreditation responsibilities<br>Significant influence on or reform of a particular industry, sector of the government or community or a profession                            | Administration and management of a range of activities and resources<br>Research activities or independent expert advice on programs that impact the State or influence Government policy   | Consultation, advisory and liaison activities<br>Policy/operational advice with influence on a specific aspect of Government policy or a particular region   |
| <b>Annual fees</b>  | Chairperson – 4,500 to 10,000<br>Member – 3,500 to 7,500  | Chairperson – 3,500 to 7,500<br>Member – 3,000 to 6,000   | Chairperson – 2,500 to 6,000<br>Member – 2,000 to 4,500  |
| <b>Where a board meets 6 times or less per year, the Minister may pay daily fees*</b> | Chairperson – 650<br>Member – 500   | Chairperson – 520<br>Member – 400   | Chairperson – 390<br>Member – 300  |
| ADJUDICATION &<br>DETERMINATION   | Level 1   | Level 2   | Level 3  |
| <b>Indicators</b>   | Determinative and adjudicative powers that significantly impact on individuals (injury and impairment, health and serious offender parole)<br>Appointed members require specialist medical, legal or other relevant qualifications and experience | Determinative, review or investigative powers that impact on individuals (health, parole, minor civil disputes and remuneration), sectors of the community or organisation/s<br>Appointed members require legal or other relevant qualifications and experience | Determinative, review or investigative powers that impact on individuals, a particular industry, profession or other standards of importance in the community<br>Appointed members may or may not require qualifications |
| <b>Sessional or meeting fees (four hours or less)</b>                                 | Chairperson – 1843 (injury and impairment)<br>Chairperson – 715 (other)<br>Member – 1536 (injury and impairment)<br>Member – 700 (court appointments)<br>Member – 550 (other)   | Chairperson – 520<br>Member – 400   | Chairperson – 325<br>Member – 250  |

\* Daily fees – 50% to be paid if work time is four hours or less. Rates are applicable for regular meetings, sub-committee meetings and additional work time.

## REMUNERATION MATRIX – GUIDE TO SELECTING CATEGORY AND LEVEL

### ENTERPRISE

Government body which is wholly responsible for the way a government owned enterprise performs its functions and exercises its powers in delivering or selling goods or services in a commercial manner.

#### Level 1

|   |       |
|---|-------|
| Revenue/budget*                               | >\$1B |
| Net assets*                                   | >\$1B |
| Total assets*                                 | >\$1B |
| Total funds managed for third parties         | >\$1B |
| High level commercial and organisational risk |       |
| High level complexity                         |       |

#### Level 2

|   |                  |
|---|------------------|
| Revenue/budget*   | \$501M to \$999M |
| Net assets*   | \$501M to \$999M |
| Total assets*   | \$750M to \$999M |
| High to moderate level commercial and organisational risk |                  |
| High to moderate level complexity                         |                  |

#### Level 3

|   |         |
|---|---------|
| Revenue/budget*                                   | <\$500M |
| Net assets*                                       | <\$500M |
| Total assets*                                     | <\$750M |
| Moderate level commercial and organisational risk |         |
| Moderate level complexity                         |         |

### GOVERNANCE

Government body which is partially or wholly responsible for the way a government entity performs its functions and exercises its powers.

#### Level 1

|                         |  |
|-------------------------|--|
| Revenue/budget*         | >\$200M  |
| Net assets*             | >\$200M  |
| Total assets*           | >\$200M  |
| High level independence | Government body which makes independent decisions, are subject to limited Ministerial direction, have primary accountability for strategy, budget and revenue management, procurement and staffing including recruitment of executives (e.g. employs CEO without Ministerial approval and CEO reports to body), and which have policy autonomy (e.g. adjudicate market practices).   |
| High level risk         | Government body which oversees a government entity whose failure would have a critical, possibly devastating impact on the State or industry, or may severely impact public confidence in the government.  |
| High level complexity   | Outcomes impact on multiple industries or a very large client base (i.e. state-wide), engaging with multiple competing stakeholders and managing consumer demand; dynamic operational environment characterised by uncertainty. May involve developing relationships with private sector operators and not-for-profit organisations to transform service delivery; Requires a very high level of managerial or professional expertise. |

#### Level 2

|                                     |   |
|-------------------------------------|---|
| Revenue/budget*                     | \$75.1M to \$199M   |
| Net assets*                         | \$50.1M to \$199M   |
| Total assets*                       | \$20.1M to \$199M   |
| High to moderate level independence | Government body has significant influence over strategy and operations (e.g. in collaboration with Minister develops a strategic and operations plan), budget and revenue management, procurement and staffing (e.g. recommends CEO for appointment or decides CEO conditions of employment). |
| High to moderate level risk         | Government body which oversees a government entity whose failure would have a significant and direct impact on the reputation of a department or government body, or may moderately impact public   |

Item 6 / Attachment 2.

|  |   |
|--|---|
|  | confidence in the government.   |
| <b>High to moderate level complexity</b> | Outcomes impact on an industry, or regional, or a large client base (i.e. multiple local government areas), or state-wide impact associated with oversight of multiple stakeholder interest and/or major segments of the community or the state's economy or budget outcome; operational environment is subject to change.                              |
| <b>Level 3</b>                           |   |
| <b>Revenue/budget*</b>                   | <\$75M  |
| <b>Net assets*</b>                       | <\$50M  |
| <b>Total assets*</b>                     | <\$20M  |
| <b>Moderate level independence</b>       | Government body which shares responsibility and accountability with the administering department for strategy (e.g. Minister issues directions about strategy), budget and revenue management, procurement and staffing (e.g. Minister appoints CEO and CEO reports to Minister), together with a significant dependence on government for its funding. |
| <b>Moderate level risk</b>               | Government body which operates, or who oversees a government entity, with low risk exposure for the government and the State.   |
| <b>Moderate level complexity</b>         | Local or well defined operations delivered in a stable environment; outcomes impact on limited industry, stakeholders or consumers.   |

**REGULATION, ADMINISTRATION & ADVICE**

|                       |   |
|-----------------------|---|
| <b>Regulation</b>     | Government body which regulates registration, licensing or accreditation for professions, business and industry and/or the administration or enforcement of an Act. The body may also be responsible for addressing complaints regarding the conduct of a professional, an industry or a business and deciding disputes referred to it under an Act. Regulation activities may impact on a Government department or entity, or the rights of a profession, an industry, a business, or individual practitioners. Scope of operation usually in a strategic area of government service or economic activity. |
| <b>Administration</b> | Government body which administers or manages a range of activities and resources. The body would usually be responsible for managing the operations of a small entity established under an Act or other instrument. Responsibilities may include making decisions or recommendations about the allocation of funding, administering a trust, facilitating and promoting research, funding and managing contracts for training/education programs and protecting and improving Queensland's natural resources.   |
| <b>Advice</b>         | Government body which provides independent expert or policy/operational advice. The body primarily undertakes research, consultation, advisory and liaison activities and makes recommendations affecting Government policy. Scope of influence ranges from significant influence on or reform of Government policy, to impacting on the State, or limited to a specific aspect of Government policy or a particular region. Advice may focus on an industry, sector of the community, a profession, or programs that impact the State or a region. Administering department is accountable.                |

**ADJUDICATION & DETERMINATION**

Tribunals, Courts, Boards, Committees, Commissions and Panels that exercise determinative, adjudicative, review or investigate powers or conduct dispute resolution activities. Decisions or determinations may be final and binding or appealable. Outcomes may impact on individuals (including injury and impairment, health, parole, minor civil disputes and remuneration), sectors of the community, organisations, a particular industry and professions or relate to other standards of importance in the community. The body may be constituted by a group of members or a single person. The qualifications and experience of appointed members range from a requirement to have specialist medical, legal or other relevant qualifications and experience to not requiring qualifications.

*\*Revenue/budget - the full accrual income arising from operations during the year, recorded in the income statement; identified as actual budget or total revenue; shows the liquidity of the business.*

*\*Net assets - shows the net worth of the entity, which is made up of the total assets minus total liabilities.*

*\*Total assets - total assets owned by the entity, which will equal total liabilities plus total equity.*

ATTACHMENT 2

**REMUNERATION ASSESSMENT FORM**

**Minister:** *[Insert name]*

**Government body:** *[Insert name]*

**Legislation/Terms of Reference/Other:** *[Insert relevant legislation, terms of reference, constitution etc – please also attach relevant sections/document]*

**Proposal:** *[Delete the proposal that doesn't apply]*

- Establish a new Government body and the chair and/or members are proposed to be paid
- Change the remuneration arrangements for an existing Government body

**Cabinet date:** *[Insert proposed date – please note that DPC must receive this assessment form at least 28 days before the proposed advance lodgement date]*

**Category:** *[Insert proposed category i.e. Enterprise/ Governance/ Regulation, advice and administration/or, Adjudication and determination]*

**Indicators:**

List the 'indicators' relevant to the Government body, and include an explanation as to why each 'indicator' applies:

*[Insert Indicator]*

- *[Insert rationale why indicator applies]*

**Category/Remuneration level:** *[Insert proposed category/remuneration level]*

**Proposed remuneration:**

- Chair: *[Insert proposed remuneration corresponding with proposed category/category level for each relevant position]*
- Member:

**Other proposed benefits:** *[List other benefits e.g. car for business use and/or private use, telephone reimbursement]*

**Department contact:** *[Insert name, position, telephone and email]*

**CEO or delegate approval:** *[Insert date of approval]*

ATTACHMENT 3

ALLOWANCES

SCHEDULE A  
MOTOR VEHICLE ALLOWANCES

| GENERAL CONDITIONS   |   |
|--|---|
| <b>1. Entitlement</b>  | <ul style="list-style-type: none"> <li>the employee is to produce evidence that the insurance policy has been endorsed to indemnify the Queensland Government against certain liabilities at law. This is a standard endorsement available on request from all insurance companies. The policy does not require the actual words 'Queensland Government' the word 'employer' will suffice.</li> </ul> |
| <p>1.1 A "public service employee" (referred to as an <b>"employee"</b> in this schedule) who uses his or her private motor vehicle to undertake official duties is to be paid a motor vehicle allowance as provided in this schedule for the distance necessarily and actually travelled.</p>   | <ul style="list-style-type: none"> <li>The department should refund any endorsement fees.</li> </ul>  |
| <p>1.2 The amount of the allowance will depend upon the type of motor vehicle used.</p>  |   |
| <b>2. Vehicles on novated leases</b>   | <b>4. Residence to headquarters</b>   |
| <p>2.1 Employees with vehicles on novated leases are eligible to claim motor vehicle allowances under the conditions prescribed in this directive. These allowances are paid via the payroll system and are included in the gross salary reported on the employee's payment summary.</p>   | <p>4.1 Motor vehicle allowance is not payable for the distance travelled from an employee's residence to the employee's headquarters and return.</p>  |
| <p>2.2 Employees with vehicles on novated leases should consider seeking independent advice on taxation issues that may arise from claiming motor vehicle allowances. A novated lease vehicle is technically the employer's car. Therefore, it can be expected that employees would be unable to claim a tax deduction on their personal income tax return for business travel undertaken in a car that is subject to a novated lease.</p> | <b>5. Time limit on claims</b>  |
| <p>2.3 Employees who are a party to a novated lease arrangement that is subject to a claim for a motor vehicle allowance are required to clearly identify on the claim form that the claim relates to a novated lease vehicle.</p>   | <p>5.1 Without the approval of the chief executive, a claim will not be paid unless it is submitted within 12 months –</p> <ul style="list-style-type: none"> <li>of the date of completion of the work; or</li> <li>the incurring of the expense; or</li> <li>the conclusion of the circumstances leading to the claim.</li> </ul>   |
| <b>3. Chief executive authorisation</b>  |   |
| <p>3.1 For all purposes of this directive, the use of a private motor vehicle for official purposes must be authorised by the Chief Executive.</p>   |   |
| <p>3.2 Before authorisations are given under this directive the following conditions are to be met:</p>  |   |
| <ul style="list-style-type: none"> <li>the vehicle is to be covered by either a comprehensive motor vehicle insurance policy or a third party property damage insurance policy; and</li> </ul>   |   |

| MOTOR VEHICLE ALLOWANCES  |  |
|---|--|
| <b>1. EMPLOYEE PERFORMING OFFICIAL DUTIES</b><br><br>1.1 An employee required to use his or her private motor vehicle for official purposes is to be paid the appropriate rate prescribed below:  |  |
| <b>AUTOMOBILES</b><br><br>1600cc and less<br>1601cc to 2600cc<br>2601cc and over<br><br><b>AUTOMOBILES – ROTARY ENGINE</b><br><br>800cc and less<br>801cc to 1300cc<br>1301cc and over<br><br><b>MOTORCYCLES</b><br><br>250cc and under<br>Over 250cc<br><br><b>Note:</b> 'cc' means cubic centimetres. | <b>Amount (cents per km)</b><br><br>63.0c<br>74.0c<br>75.0c<br><br>63.0c<br>74.0c<br>75.0c<br><br>25.2c<br>30.0c   |
| CATEGORY & CONDITIONS OF APPROVAL   | ENTITLEMENTS   |
| <b>2. RELIEVING OR SPECIAL DUTIES</b><br><br>2.1 An employee, required to use his or her private motor vehicle while performing relieving or special duty for the following situations, is to be paid the appropriate rate prescribed opposite –  |  |
| <ul style="list-style-type: none"> <li>An employee not absent from normal headquarters overnight who is required to commute daily to the centre where the relieving takes place.</li> </ul>   | <p>Payment of the appropriate allowance in 1 above for the additional distance travelled between the employees' residence and the centre where the relief is being provided.</p> <p>No allowance is payable where the distance between the employees' residence and the centre (at which the employee is relieving) is less than the distance between the employee's residence and the employee's normal headquarters.</p> |
| <ul style="list-style-type: none"> <li>An employee absent from his or her normal headquarters overnight who is required to travel from either his or her residence or normal headquarters to the centre where the relieving takes place.</li> </ul>   | <p>Payment of the appropriate allowance in 1 above for the forward and return journey and between centres where special or relieving duty is performed at more than one centre.</p>  |
| <b>3. COURSES, SEMINARS ETC</b><br><br>3.1 An employee required to use his or her private motor vehicle to attend a course, seminar, conference, convention etc as an official representative.  |  |
|   | <p>Payment of the appropriate allowance as in 1 above for the additional distance travelled between the employee's residence and the place of attendance.</p> <p>No allowance is payable where the distance between the employee's residence and the place of attendance is less than the distance between the employee's residence and the employee's normal headquarters.</p>  |



| CATEGORY & CONDITIONS OF APPROVAL  | ENTITLEMENTS  |
|--|---|
| <p><b>4. EMPLOYEES WHO CHOOSE TO USE THEIR PRIVATE MOTOR VEHICLES</b></p> <p>4.1 Where the approved means of travel is other than the use of an employee's private motor vehicle; and</p> <ul style="list-style-type: none"> <li>the employee requests it; and</li> <li>is granted permission to use his or her motor vehicle</li> </ul> <p>the allowance paid is to be determined by the chief executive. This allowance is not to exceed the rates prescribed opposite.</p> <p>The allowance paid is not to exceed the costs associated with the approved means of travel.</p> | <p>Automobiles – 37.5 cents per km<br/>Motorcycles – 15.0 cents per km</p> <p><u>Note:</u> These rates may be incorporated in Directives or policies covering:</p> <ul style="list-style-type: none"> <li>transfer and appointment expenses</li> <li>leave/travel concessions for isolated centres</li> <li>relocation expenses for retiring officers</li> <li>study and research assistance</li> </ul> |

## SCHEDULE B

### GENERAL CONDITIONS

|   |  |
|---|--|
| <b>1. Entitlement</b>   | 3.2 Departments may offer their employees a higher standard of accommodation where appropriate (eg. conference venue, location of hotel in relation to work site, competitive rates negotiated with a higher rated establishment).   |
| 1.1 A public service officer or temporary employee engaged under section 148(2)(a) of the <i>Public Service Act 2008</i> (referred to as “employee” in this directive) who is required to –<br>(a) travel on official duty; or<br>(b) to take up duty away from the employee’s usual place of work to relieve another employee or to perform special duty<br>shall be allowed actual and reasonable expenses or allowances for accommodation, meals and incidental expenses necessarily incurred by the employee as provided in this directive. | <b>4. Limit on meals</b><br>4.1 The actual and reasonable costs allowed for meals are not to exceed the standard meal allowances as prescribed in this schedule unless otherwise approved by the chief executive.  |
| <b>2. Options for payment</b>   | <b>5. Application of allowances</b>  |
| 2.1 The chief executive may determine the method of payment of travelling and relieving expenses or allowances for employees within his or her department.  | 5.1 The allowances contained in this schedule apply in situations where the accommodation, meals or incidentals are not paid directly by the department or reimbursed to the employee.   |
| 2.2 The determination may be made from the following options –<br>(a) payment direct to the supplier through the use of corporate credit cards;<br>(b) payment direct to the supplier by contractual arrangement or billing system;<br>(c) reimbursement to the employee for actual, reasonable costs incurred by the employee;<br>(d) payment of travelling and relieving allowances as prescribed in this schedule.<br><br>A combination of any of these options may be used.   | 5.2 Payment of meal allowances shall be based on the prescribed rates for the particular centre where the employee incurred the expense.   |
| 2.3 If an employee has specific reasons or believes that they will be financially disadvantaged by a particular method of payment, they may apply as a special case to the chief executive for payment by a different method.   | <b>6. Meals during overnight absences</b>  |
| <b>3. Minimum standard of accommodation</b>   | 6.1 On the first and last day of an employee’s overnight absence from usual place of work or home, the employee is entitled to the payment of meal expenses or meal allowances in accordance with the following departure and return times.<br><br>6.2 <b>Departure from or return to usual place of work or home</b><br><br>Lunch – the employee departs earlier than 1.30 pm or returns later than 1.30 pm.<br><br>Dinner – the employee departs earlier than 6.30 pm or returns later than 6.30 pm.   |
| 3.1 Employees are to be provided with accommodation that is at least consistent with the 3 star rating used in RACQ accommodation directories (ie. well appointed establishments offering a comfortable standard of accommodation), except where this standard is not available at a particular centre.   | 6.3 In the case of breakfast, an employee is not eligible for payment of expenses or a meal allowance upon departure except in situations where the employee has to depart from their usual place of work or home before 6.00 am and it is not practicable for the employee to have breakfast before leaving and must purchase it during the journey.<br><br><b>7. Deduction of meal expenses or allowances</b><br>7.1 An employee is not entitled to expenses or a meal allowance for a meal that is provided at departmental expense or as part of a fare.<br><br>Provided that such meal is of reasonable quantity and quality in the relevant circumstances. |



| GENERAL CONDITIONS   |  |
|--|--|
| <b>8. Not payable during leave</b>   | 12.2 The payment of locality allowance should not be taken into account in determining an employee's entitlement to travelling or relieving expenses or allowances.                                      |
| 8.1 An employee who takes leave while travelling on official duty or while absent from their usual place of work on relieving or special duty is not entitled to the payment of travelling or relieving expenses or allowances during the period of the leave except in the case of illness or any other case determined by the chief executive.   | <b>13. Advances</b>  |
| <b>9. Telephone calls, facsimiles and postage</b>  | 13.1 Where the employee is to be paid travelling or relieving allowances or will be claiming reimbursement of actual expenses, the employee may be granted an advance up to 100% of the estimated costs. |
| 9.1 Official telephone calls, facsimiles, etc. and postage costs are to be paid by the department concerned.   | <b>14. Certification after overnight absence</b>   |
| <b>10. Incidental expenses or allowance</b>  | 14.1 At the conclusion of the journey, the employee is required to certify that the official travel was undertaken in accordance with the approved itinerary.  |
| 10.1 Incidental expenses or the incidental allowance are paid to employees to cover expenditure of the following nature –  | 14.2 Any change to the itinerary resulting in variation of payments or changed costs (eg. claiming actual expenses instead of meal allowances) should be appropriately acquitted.                        |
| <ul style="list-style-type: none"> <li>• newspapers, magazines;</li> <li>• snacks including coffee, tea or drinks, etc;</li> <li>• private telephone calls;</li> <li>• personal items necessary for the travel.</li> </ul>   | <b>15. Documentary evidence</b>  |
| <b>11. Cost of conveyance</b>  | 15.1 Before an expense is paid, the employee may be required to produce documentary evidence as determined by the chief executive. This evidence may include –   |
| 11.1 Travelling and relieving expenses and allowances are in addition to the cost of conveyance of the employee.   | <ul style="list-style-type: none"> <li>• receipts,</li> <li>• itemised statements,</li> <li>• certifications, etc.</li> </ul>  |
| <b>12. Locality allowance</b>  | <b>16. Time limit on claim</b>   |
| 12.1 Where an employee is in receipt of travelling or relieving expenses or allowances under this schedule, the arrangements for locality allowance applicable at the employee's usual place of work are to continue during the first 42 days of absence at a particular centre of duty. Thereafter the arrangements for locality allowance, if any, applicable to that centre shall apply as long as the employee remains at that centre. | 16.1 Without the approval of the chief executive, a claim shall not be paid unless it is submitted within 12 months of –   |
|  | <ul style="list-style-type: none"> <li>• the date of completion of the work; or</li> <li>• incurring of the expense; or</li> <li>• the conclusion of the circumstances leading to the claim.</li> </ul>  |
|  | <b>17. Other Issues</b>  |
|  | 17.1 It is a requirement that employees abide by all regulations outlined for the given locality eg. alcohol management plans.   |

| TRAVELLING AND RELIEVING ALLOWANCES   |              |
|---|--------------|
| CATEGORY AND CONDITIONS OF APPROVAL   | ENTITLEMENTS |
| <p><b>1. ABSENCES NOT EXTENDING OVERNIGHT</b></p> <p><b>(a) Absence from headquarters or home is at least 12 hours</b></p> <p>An employee shall be paid allowances for costs incurred in purchasing lunch and dinner.</p> <p>Lunch - \$26.55 (Capital Cities &amp; High Cost Country)<br/>- \$24.20 (Tier 2 Country Centres)<br/>- \$24.20 (Other Country Centres)<br/>Dinner - \$45.60 (Capital Cities &amp; High Cost Country)<br/>- \$41.65 (Tier 2 Country Centres)<br/>- \$41.65 (Other Country Centres)</p> <p><b>(b) Absence from headquarters or home is less than 12 hours</b></p> <p>No allowance is payable except in the following circumstances –</p> <ul style="list-style-type: none"> <li>an employee is required to purchase an expensive meal as an integral part of travel (eg. catered lunch during a 1 day conference);<br/>OR</li> <li>an employee returns after 6.30pm and incurs the cost of purchasing a meal.</li> </ul> <p>Lunch - \$26.55 (Capital Cities &amp; High Cost Country)<br/>- \$24.20 (Tier 2 Country Centres)<br/>- \$24.20 (Other Country Centres)<br/>Dinner - \$45.60 (Capital Cities &amp; High Cost Country)<br/>- \$41.65 (Tier 2 Country Centres)<br/>- \$41.65 (Other Country Centres)</p> <p>Dinner - \$45.60 (Capital Cities &amp; High Cost Country)<br/>- \$41.65 (Tier 2 Country Centres)<br/>- \$41.65 (Other Country Centres)</p> <p><b>(c) Breakfast allowance</b></p> <p>Breakfast allowance will be payable where the employee has to depart from home before 6.00am and it is not practicable for the employee to have breakfast at home and must purchase it during the journey.</p> <p>Breakfast - \$23.65 (Capital Cities &amp; High Cost Country)<br/>- \$21.15 (Tier 2 Country Centres)<br/>- \$21.15 (Other Country Centres)</p> <p><b>N.B. An incidental allowance is not payable in 1 (a), (b) and (c)</b></p> |              |

| CATEGORY AND CONDITIONS OF APPROVAL   | ENTITLEMENTS  |               |                     |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
|---|---|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|---|----------|---------|---------|---------|---------|----------|----------|---------|---------|---------|---------|-----------|----------|---------|---------|---------|---------|------------|----------|---------|---------|---------|---------|-------------|----------|---------|---------|---------|---------|-----------|----------|---------|---------|---------|---------|--------|----------|---------|---------|---------|---------|-----------------|----------|---------|---------|---------|---------|------------|----------|---------|---------|---------|---------|-------|----------|---------|---------|---------|---------|
| <b>2. ABSENCES EXTENDING OVERNIGHT</b><br><br>An employee shall be paid allowances for costs incurred in purchasing accommodation and/or meals and/or incidentals as set out below. |   |               |                     |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
|   | <b>Per Overnight Stay</b>   |               |                     |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| (a) Capital Cities  | <table><tr><th>Capital City</th><th>Accommodation</th><th>Breakfast</th><th>Lunch</th><th>Dinner</th><th>Incidental Expenses</th></tr><tr><td>Adelaide</td><td>\$157.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Brisbane</td><td>\$201.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Canberra</td><td>\$165.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Darwin</td><td>\$189.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Hobart</td><td>\$125.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Melbourne</td><td>\$173.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Perth</td><td>\$176.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Sydney</td><td>\$183.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr></table>  | Capital City  | Accommodation       | Breakfast           | Lunch               | Dinner              | Incidental Expenses | Adelaide  | \$157.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Brisbane | \$201.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Canberra  | \$165.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Darwin     | \$189.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Hobart      | \$125.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Melbourne | \$173.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Perth  | \$176.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Sydney          | \$183.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 |            |          |         |         |         |         |       |          |         |         |         |         |
| Capital City  | Accommodation   | Breakfast     | Lunch               | Dinner              | Incidental Expenses |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Adelaide  | \$157.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Brisbane  | \$201.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Canberra  | \$165.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Darwin  | \$189.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Hobart  | \$125.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Melbourne   | \$173.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Perth   | \$176.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Sydney  | \$183.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| (b) High Cost Country Centres   | <table><tr><th>Centre</th><th>Accommodation</th><th>Breakfast</th><th>Lunch</th><th>Dinner</th><th>Incidental Expenses</th></tr><tr><td>Cairns</td><td>\$127.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Dalby</td><td>\$133.50</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Gladstone</td><td>\$138.50</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Gold Coast</td><td>\$170.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Horn Island</td><td>\$169.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Mackay</td><td>\$153.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Mt Isa</td><td>\$158.50</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Thursday Island</td><td>\$180.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Townsville</td><td>\$134.50</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr><tr><td>Weipa</td><td>\$138.00</td><td>\$23.65</td><td>\$26.55</td><td>\$45.60</td><td>\$17.30</td></tr></table> | Centre        | Accommodation       | Breakfast           | Lunch               | Dinner              | Incidental Expenses | Cairns  | \$127.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Dalby    | \$133.50 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Gladstone | \$138.50 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Gold Coast | \$170.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Horn Island | \$169.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Mackay    | \$153.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Mt Isa | \$158.50 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Thursday Island | \$180.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Townsville | \$134.50 | \$23.65 | \$26.55 | \$45.60 | \$17.30 | Weipa | \$138.00 | \$23.65 | \$26.55 | \$45.60 | \$17.30 |
| Centre  | Accommodation   | Breakfast     | Lunch               | Dinner              | Incidental Expenses |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Cairns  | \$127.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Dalby   | \$133.50  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Gladstone   | \$138.50  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Gold Coast  | \$170.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Horn Island   | \$169.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Mackay  | \$153.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Mt Isa  | \$158.50  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Thursday Island   | \$180.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Townsville  | \$134.50  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Weipa   | \$138.00  | \$23.65       | \$26.55             | \$45.60             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| (c) Tier 2 Country Centres  | <table><tr><th>Centre</th><th>Accommodation</th><th>Breakfast</th><th>Lunch</th><th>Dinner</th><th>Incidental Expenses</th></tr><tr><td>Bundaberg<br/>Emerald<br/>Hervey Bay<br/>Innisfail<br/>Kingaroy<br/>Rockhampton<br/>Roma<br/>Toowoomba</td><td>\$120.00</td><td>\$21.15</td><td>\$24.20</td><td>\$41.65</td><td>\$17.30</td></tr></table>   | Centre        | Accommodation       | Breakfast           | Lunch               | Dinner              | Incidental Expenses | Bundaberg<br>Emerald<br>Hervey Bay<br>Innisfail<br>Kingaroy<br>Rockhampton<br>Roma<br>Toowoomba | \$120.00 | \$21.15 | \$24.20 | \$41.65 | \$17.30 |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Centre  | Accommodation   | Breakfast     | Lunch               | Dinner              | Incidental Expenses |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Bundaberg<br>Emerald<br>Hervey Bay<br>Innisfail<br>Kingaroy<br>Rockhampton<br>Roma<br>Toowoomba   | \$120.00  | \$21.15       | \$24.20             | \$41.65             | \$17.30             |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| (d) Other Country Centres   | <table><tr><th>Accommodation</th><th>Breakfast</th><th>Lunch</th><th>Dinner</th><th>Incidental Expenses</th></tr><tr><td>\$100.00</td><td>\$21.15</td><td>\$24.20</td><td>\$41.65</td><td>\$17.30</td></tr></table>   | Accommodation | Breakfast           | Lunch               | Dinner              | Incidental Expenses | \$100.00            | \$21.15   | \$24.20  | \$41.65 | \$17.30 |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Accommodation   | Breakfast   | Lunch         | Dinner              | Incidental Expenses |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| \$100.00  | \$21.15   | \$24.20       | \$41.65             | \$17.30             |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| (e) Private accommodation (e.g. with relatives or friends; camping etc.).   | <table><tr><th>Breakfast</th><th>Lunch</th><th>Dinner</th><th>Special Allowance</th></tr><tr><td>\$21.15</td><td>\$24.20</td><td>\$41.65</td><td>\$35.80</td></tr></table>  | Breakfast     | Lunch               | Dinner              | Special Allowance   | \$21.15             | \$24.20             | \$41.65   | \$35.80  |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Breakfast   | Lunch   | Dinner        | Special Allowance   |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| \$21.15   | \$24.20   | \$41.65       | \$35.80             |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| (f) When travelling overnight by plane or train.  | <table><tr><th>Breakfast</th><th>Lunch</th><th>Dinner</th><th>Incidental Expenses</th></tr><tr><td>\$21.15</td><td>\$24.20</td><td>\$41.65</td><td>\$17.30</td></tr></table>  | Breakfast     | Lunch               | Dinner              | Incidental Expenses | \$21.15             | \$24.20             | \$41.65   | \$17.30  |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| Breakfast   | Lunch   | Dinner        | Incidental Expenses |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |
| \$21.15   | \$24.20   | \$41.65       | \$17.30             |                     |                     |                     |                     |   |          |         |         |         |         |          |          |         |         |         |         |           |          |         |         |         |         |            |          |         |         |         |         |             |          |         |         |         |         |           |          |         |         |         |         |        |          |         |         |         |         |                 |          |         |         |         |         |            |          |         |         |         |         |       |          |         |         |         |         |

| CATEGORY AND CONDITIONS OF APPROVAL                                     | ENTITLEMENTS                                     |
|---|--|
| (g) Accommodation and meals are supplied at no expense to the employee. | Incidental Expenses – \$17.30 per overnight stay |

| CATEGORY AND CONDITIONS OF APPROVAL   | ENTITLEMENTS  |
|---|---|
| <p><b>3. OPTION TO CLAIM ACTUAL EXPENSES</b></p> <p>An employee may claim actual expenses where the accommodation charges at a particular centre exceed the amount prescribed for accommodation at that centre or where the cost of meals exceeds the total amount prescribed for meals for the whole of the employee's absence.</p> <p>Such actual expenses are to be reimbursed to the employee subject to the chief executive being satisfied that the claim is reasonable and the employee has complied with the general conditions relating to minimum standard of accommodation and documentary evidence.</p> <p>Five situations are shown to clarify the employee's entitlement where actual expenses are claimed by the employee.</p> | <p><b>(i) All accommodation and meals claimed as actuals</b><br/>Actual and reasonable expenses for accommodation and meals<br/>PLUS<br/>Relevant incidental expenses allowance<br/><b>OR</b></p> <p><b>(ii) All meals and some accommodation claimed as actuals</b><br/>Actual and reasonable expenses for accommodation and meals<br/>PLUS<br/>Relevant allowances as prescribed in 2 above for accommodation not claimed as actual expenses<br/>PLUS<br/>Relevant incidental expenses allowance<br/><b>OR</b></p> <p><b>(iii) All accommodation claimed as actuals</b><br/>Actual and reasonable expenses for accommodation<br/>PLUS<br/>Relevant allowances as prescribed in 2 above for meals<br/>PLUS<br/>Relevant incidental expenses allowance<br/><b>OR</b></p> <p><b>(iv) Some accommodation claimed as actuals</b><br/>Actual and reasonable expenses for accommodation<br/>PLUS<br/>Relevant allowances as prescribed in 2 above for meals and accommodation not claimed as actual expenses<br/>PLUS<br/>Relevant incidental expenses allowance<br/><b>OR</b></p> <p><b>(v) All meals claimed as actuals</b><br/>Actual and reasonable expenses for meals<br/>PLUS<br/>Relevant allowances as prescribed in 2 above for accommodation<br/>PLUS<br/>Relevant incidental expenses allowance</p> |

| CATEGORY AND CONDITIONS OF APPROVAL   | ENTITLEMENTS  |
|---|---|
| <p><b>4. EXTENDED PERIODS OF RELIEVING OR SPECIAL DUTY</b></p> <p>Where an employee relieves another employee or performs special duty at another centre for an extended period, the employee shall be allowed relieving allowances or expenses as determined hereunder –</p> <p>(a) Up to 4 weeks</p> <p>(b) More than 4 weeks</p> | <p>Relevant allowances as prescribed in 2 above for accommodation, meals and incidentals.</p> <p>For the whole period of the relieving or special duty, such reasonable expenses as negotiated between the employee and the department provided that the employee is not out of pocket (ie. not financially disadvantaged in comparison to remaining at the employee's usual place of work) during the extended period of relieving or special duty.</p> <p>Without limiting the capacity of the parties to negotiate the payment of expenses, the following costs may be taken into consideration –</p> <ul style="list-style-type: none"> <li>• accommodation costs appropriate to the duration of the relieving period and the personal family circumstances of the employee;</li> <li>• costs of purchasing or preparing meals for the employee;</li> <li>• payment of transfer expenses as prescribed in the Ministerial Directive <i>Transfer and Appointment Expenses</i> in lieu of relieving allowances;</li> <li>• use of a government vehicle or compensation for taking own vehicle to the relieving centre as prescribed in the Ministerial Directive <i>Motor Vehicle Allowances</i>; and</li> <li>• reunion visits to the employee's normal centre.</li> </ul> <p>The agreed arrangements are to be documented to satisfy any human resource management or financial audit requirements.</p> |

(SCHEDULE ENDS)

*ATTACHMENT 4*

**CERTIFICATION**

I, [name], Director-General, [name of Department], hereby certify that the appointment of [name of appointee], a public sector employee, on the [name of board], is not connected in any way with her/his employment and is eligible to receive fees when he/she attends meetings and undertakes board business –

- (a) outside the hours he/she normally would be expected to work; or
- (b) when he/she is on unpaid leave.

Signed:

Dated:

ATTACHMENT 5

## PREVIOUS REMUNERATION CATEGORIES AND FEES

Daily and half day fees

| Function   | Type of work       | Time taken                 | 1   |          | 2  |          |
|--|--------------------|----------------------------|---|----------|--|----------|
|  |                    |                            | Focused impact on a specific target group or industry |          | General impact across a significant proportion of the community or state |          |
|  |                    |                            | Member \$   | Chair \$ | Member \$  | Chair \$ |
| <b>A</b> <ul style="list-style-type: none"> <li>Determinative and adjudicative powers</li> <li>Regulatory, investigative, or review powers with substantial influence on whole of Government policy</li> </ul>                 | MEETING            | More than 4 hours in a day | 691   | 849      | 759  | 978      |
|  |                    | 4 hours or less a day      | 346   | 425      | 380  | 489      |
|  | SPECIAL ASSIGNMENT | More than 4 hours in a day | 576   | 707      | 632  | 815      |
|  |                    | 4 hours or less a day      | 288   | 354      | 316  | 408      |
| <b>AA</b> <ul style="list-style-type: none"> <li>Legally based appeal or dispute resolution activities</li> <li>Investigative, review or decision-making powers exercised by a tribunal or legally constituted body</li> </ul> | MEETING            | More than 4 hours in a day | 543   | 759      | 605  | 849      |
|  |                    | 4 hours or less a day      | 272   | 380      | 303  | 425      |
|  | SPECIAL ASSIGNMENT | More than 4 hours in a day | 453   | 632      | 504  | 707      |
|  |                    | 4 hours or less a day      | 227   | 316      | 252  | 354      |
| <b>B</b> <ul style="list-style-type: none"> <li>Business activities related to complex and diverse operations and large budgets/resources</li> </ul>   | MEETING            | More than 4 hours in a day | 543   | 663      | 605  | 759      |
|  |                    | 4 hours or less a day      | 272   | 332      | 303  | 380      |
|  | SPECIAL ASSIGNMENT | More than 4 hours in a day | 453   | 553      | 504  | 632      |
|  |                    | 4 hours or less a day      | 227   | 277      | 252  | 316      |

| Function  | Type of work       | Time taken                 | 1   |          | 2  |          |
|---|--------------------|----------------------------|---|----------|--|----------|
|   |                    |                            | Focused impact on a specific target group or industry |          | General impact across a significant proportion of the community or state |          |
|   |                    |                            | Member \$   | Chair \$ | Member \$  | Chair \$ |
| <b>C</b> <ul style="list-style-type: none"> <li>Regulatory, investigative or review powers with influence on aspects of Government policy</li> <li>Business activities related to complex and diverse operations and moderate budgets/resources</li> <li>Regulatory powers with substantial influence on a particular industry</li> </ul>   | MEETING            | More than 4 hours in a day | 477   | 582      | 567  | 691      |
|   |                    | 4 hours or less a day      | 239   | 291      | 284  | 346      |
|   | SPECIAL ASSIGNMENT | More than 4 hours in a day | 397   | 485      | 472  | 576      |
|   |                    | 4 hours or less a day      | 199   | 243      | 236  | 288      |
| <b>D</b> <ul style="list-style-type: none"> <li>Regulatory powers with influence on a particular industry</li> <li>Non-legal appeal or dispute resolution activities</li> <li>Business activities related to a range of operations and small budgets/resources</li> <li>Registration responsibilities</li> <li>Management and administrative powers related to complex and diverse operations and large budgets/resources</li> <li>Research activities with a resultant influence on Government or industry</li> </ul>                | MEETING            | More than 4 hours in a day | 334   | 406      | 392  | 477      |
|   |                    | 4 hours or less a day      | 167   | 203      | 196  | 239      |
|   | SPECIAL ASSIGNMENT | More than 4 hours in a day | 278   | 338      | 326  | 397      |
|   |                    | 4 hours or less a day      | 139   | 169      | 163  | 199      |
| <b>E</b> <ul style="list-style-type: none"> <li>Business activities relating to single operations</li> <li>Regulatory powers with influence on single operations</li> <li>Management and administrative powers related to a range of activities and moderate budgets/resources</li> <li>Investigative and review powers with influence on a specific aspect of Government policy or a particular industry</li> <li>Consultation, advisory and liaison activities with resultant influence on Government or industry policy</li> </ul> | MEETING            | More than 4 hours in a day | 281   | 334      | 314  | 392      |
|   |                    | 4 hours or less a day      | 141   | 167      | 157  | 196      |
|   | SPECIAL ASSIGNMENT | More than 4 hours in a day | 234   | 278      | 262  | 326      |
|   |                    | 4 hours or less a day      | 117   | 139      | 131  | 163      |



| Function   | Type of work       | Time taken                 | 1   |          | 2  |          |
|--|--------------------|----------------------------|---|----------|--|----------|
|  |                    |                            | Focused impact on a specific target group or industry |          | General impact across a significant proportion of the community or state |          |
|  |                    |                            | Member \$   | Chair \$ | Member \$  | Chair \$ |
| <b>F</b> <ul style="list-style-type: none"> <li>Management and administrative powers related to a single operation and small budgets/resources</li> <li>General consultation, advisory and liaison activities</li> </ul> | MEETING            | More than 4 hours in a day | 191   | 215      | 205  | 258      |
|  |                    | 4 hours or less a day      | 96  | 108      | 103  | 129      |
|  | SPECIAL ASSIGNMENT | More than 4 hours in a day | 159   | 179      | 171  | 215      |
|  |                    | 4 hours or less a day      | 80  | 90       | 86   | 108      |
| <b>G</b> <ul style="list-style-type: none"> <li>Organisations and sub-committees for which payment of a fee is not considered appropriate</li> </ul>   | MEETING            | More than 4 hours in a day | NIL   | NIL      | NIL  | NIL      |
|  |                    | 4 hours or less a day      | NIL   | NIL      | NIL  | NIL      |
|  | SPECIAL ASSIGNMENT | More than 4 hours in a day | NIL   | NIL      | NIL  | NIL      |
|  |                    | 4 hours or less a day      | NIL   | NIL      | NIL  | NIL      |

#### Daily fees

A loading has been included in the daily meeting fees to compensate for time spent preparing for meetings.

Daily fees approved by Cabinet are either:

- (i) **Meeting fees** for attendance at ordinary, annual and special meetings, including hearings of the board; or
- (ii) **Special assignment fees** –
  - (a) Special assignment fees are only payable for work commitments not related to meetings. These work commitments include conferences, seminars, inspections, interstate or overseas visits, consultations, investigations or writing of special reports. Fees may also be paid for activities directly related to these events.
  - (b) Special assignment fees are not payable for dinners, functions, openings, ceremonies or social engagements under any circumstances.

The special work commitment must be assigned and approved by the chair in the case of a member and assigned and approved by the board in the case of the chair to attract payment of the fees. Where it is not possible to obtain prior approval, formal approval may be obtained after the event.

To make the process easier a board should determine those tasks or functions that would constitute special assignments.

#### Travelling to meetings

A loading component has been included in the daily fees to compensate for reasonable travelling time associated with the meeting.

Where extensive travel occurs on the day before or after the meeting, the board may approve the payment of a special assignment fee (in addition to the meeting fee) on the following basis:

- 50% of the daily special assignment fee may be paid to members travelling between 4 and 8 hours;
- 100% of the daily special assignment fee may be paid to members who travel for more than 8 hours to or from a meeting or on board business.

No payment is to be made to board members who travel less than 4 hours to attend or return home from a meeting or approved board work.

**IPSWICH CITY COUNCIL  
IPSWICH CENTRAL  
RETAIL SUB-PROJECT STEERING  
COMMITTEE TERMS OF  
REFERENCE**

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**1. ESTABLISHMENT**

Council has recently approved to proceed with *Ipswich Central* as a key part of the rejuvenation of the CBD of Ipswich. Council has also approved a development strategy for the Council owned retail and commercial assets contained in the precinct. This development strategy will require Council to develop the assets, secure tenants and to operate the retail and commercial assets for an extended period, prior to selling these assets.

The current Ipswich Central Project Steering Committee has recommended that this retail sub-project steering committee be established to provide strategic direction to Council in relation to the development and operations of the retail and commercial assets.

**2. SUPPORTING LEGISLATION AND POLICY**

The Sub-PSC is not a formal Committee of Council in accordance with Section 264(1) of the *Local Government Regulation 2012*. However, the Sub-PSC has been approved by Council as a key part of the governance framework required for the delivery of Ipswich Central.

**3. PURPOSE**

The purpose of the Sub-PSC is to provide for the governance and strategic direction for the planning, development and delivery of the retail and commercial assets included in Ipswich Central.

More specifically, the Sub-PSC will;

- Provide oversight to all aspects of project delivery for the retail and commercial assets. This will include the endorsement of strategic documentation such as masterplans, business cases, major procurement activities, tenancy agreements and divestment strategies required for key approvals by Council;
- Ensure alignment to the objectives of the Ipswich Central Redevelopment project;
- Identify and manage strategic risks to the program;
- Provide a stabilising influence so organisational concepts and directions are established and maintained with a long term visionary view;
- Ensure appropriate reporting and reviews are in place to provide confidence and transparency in the delivery and operation of Ipswich Central retail and commercial assets

#### 4. SCOPE AND LIMITATIONS

The Sub-PSC will overview major program and project elements such as:

- Prioritise project objectives and timing.
- Management of project scope.
- Budget review and reporting
- Risk Management strategies
- Project governance
- Oversee stakeholder management and change management programs.
- Review and endorse project plans.
- Monitor progress against approved plans including scope, budgets, programs and assist with strategies to mitigate or take corrective action as necessary

##### Scope of Sub- PSC Approvals:

- The PSC's role is to develop the strategy and high-level processes required to ensure that the Project Objectives approved by Council are delivered.
- In making such determinations, the committee will be bound by the policies and decisions of Council.

#### 5. AUTHORITY/ DELEGATION

- The Sub-PSC has no delegated financial approval and is subject to the normal approval policies and processes of Council. It is noted that individual members of the Sub-PSC may have delegated authority to commit and direct action and any such action would need to be clearly delineated from the operations of the Sub-PSC.
- Council may approve the delegation of certain approvals or procedures to the Sub-PSC and these would need to be specifically documented on a case by case basis.

#### 6. ROLES AND RESPONSIBILITIES

The role of the Sub-PSC is to:

- Ensure that a clear vision, objectives and scope are developed and articulated for Ipswich Central retail and commercial program of work.
- Overview the program and progress.
- Ensure appropriate resources are allocated to facilitate project delivery - recommend appointment of key project resources and confirm their objectives and responsibilities.
- Ensure provision of the required resources for planning and delivery of the program.
- Ensure that projects' scope aligns with the requirements of the Council approved Project Objectives.
- Provide those directly involved in the project with guidance in relation to delivering the strategic objectives of the project.

**Item 6 / Attachment 3.**

- Address major issues which could materially impact the project.
- Ensure project scope is managed and any changes documented
- Report on program and project progress as required to Council.
- Monitor and review of the program at regular Sub-PSC meetings.
- Resolve or assist to resolve issues outside the authority of the project team such as priority setting, decision-making, and resources commitments that cross organisational boundaries and require agreement from senior stakeholders.
- Review, consider and endorse key project deliverables.

## **7. MEMBERSHIP**

Membership of the PSC is as follows;

- Independent Chairperson (requires an appropriate level of retail and commercial property development and operations
- Council General Manager Finance and Corporate Services or Finance Manager
- Program/Project Director

Any additional or replacement members to the Sub-PSC shall be nominated by the Sub-PSC for approval by the Ipswich Central PSC.

## **8. ROLE OF COMMITTEE MEMBERS**

It is intended that the Sub-PSC leverage the experiences, expertise, and insight of key individuals.

Sub-PSC members are not necessarily directly responsible for managing project activities but provide support and guidance for those who do.

Thus, individually, Sub-PSC members should:

- Understand the Strategic Project Objectives;
- Understand the strategic implications and outcomes of initiatives being pursued;
- Appreciate the significance of the program for all major stakeholders;
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued in the project;
- Have a broad understanding of project management issues and approach being adopted.

In practice, this means the Sub-PSC through regular meetings and reporting:

- Review and understand the status of the retail and commercial aspects of the project;
- Ensure the projects' outputs meet the requirements of Council and key stakeholders;
- Help balance conflicting priorities and resources;
- Provide guidance to the project team and users of the project's outputs;

**Item 6 / Attachment 3.**

- Consider ideas and issues raised, and provide guidance accordingly;
- Check adherence of project activities to standards of best practice both within the organization and in a wider context;
- Foster positive communication outside of the project team regarding the project's progress and outcomes;
- Report on progress to the Project Steering Committee.

**8.1 APPOINTMENT OF CHAIRPERSON**

The Chairperson is nominated and appointed by Council.

**8.2 ROLE OF CHAIRPERSON**

The role of the Chairperson is to chair the meetings, lead the Sub-PSC in its operations, and represent the Sub-PSC as required.

**8.3 ADMISSION OF NON-MEMBERS TO DEBATE**

Representatives from key contractors and consultants should be invited to attend meetings as required to provide progress updates on relevant projects.

**9. MEETINGS**

**9.1 CONDUCT**

Sub-PSC meetings shall be conducted in a professional manner and in accordance with Council's Code of Conduct.

**9.2 FREQUENCY AND LOCATION**

Meetings will be held monthly with additional meetings scheduled as necessary and will be hosted at the offices of Ipswich City Council or as advised otherwise.

**9.3 VOTING**

- A consensus vote is required for decision making purposes.
- A proxy maybe nominated by a member to attend a meeting if the member is unable to attend.
- The Chair will be informed of the substitution at least 5 working days prior to the scheduled nominated meeting.
- The nominated proxy shall provide relevant comments/feedback of the meeting to the member they are representing.

**9.4 QUORUM**

- A minimum number of 2 Sub-PSC members are required for decision-making purposes.

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**9.5 CONFLICT OF INTEREST**

Sub-PSC members are required to declare any direct or perceived conflict of interest to the Chairman. In addition, members will be required to complete the Council's Conflict of Interest declaration.

**9.6 REPORT DISTRIBUTION**

All reports will be distributed to the members of the Sub-PSC.

**10. REPORTING GUIDELINES**

The Sub-PSC will determine and agree to the specific content of reports required.

A standardised reporting regime will be adopted that defines the information and frequency of reporting between the;

- The Sub-PSC and the PSC

Papers required for preparation will include;

- Agendas
- Minutes
- Monthly reports
- Any submissions for information
- Any submissions for consideration and approval of the committee

The Secretary will be responsible for the recording, collation, and distribution of the abovementioned documents.

- Minutes will be circulated 1 week following the meeting following approval from the chair of the meeting.
- A monthly report will be prepared and circulated generally in the 3<sup>rd</sup> week of the month week prior to the meeting.
- Any items of new business should be lodged with the Secretary no later than 3 days prior to the meeting.
- Any formal submissions should be circulated with the meeting papers 3 days prior to the meeting.

**11. REVIEW AND PERFORMANCE EVALUATION**

**11.1 TERMS OF REFERENCE**

It is proposed to review these Terms of Reference 6 months from initial adoption

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and annually thereafter.

**11.2 PERFORMANCE EVALUATION**

The Sub-PSC will develop and implement appropriate measures of performance.