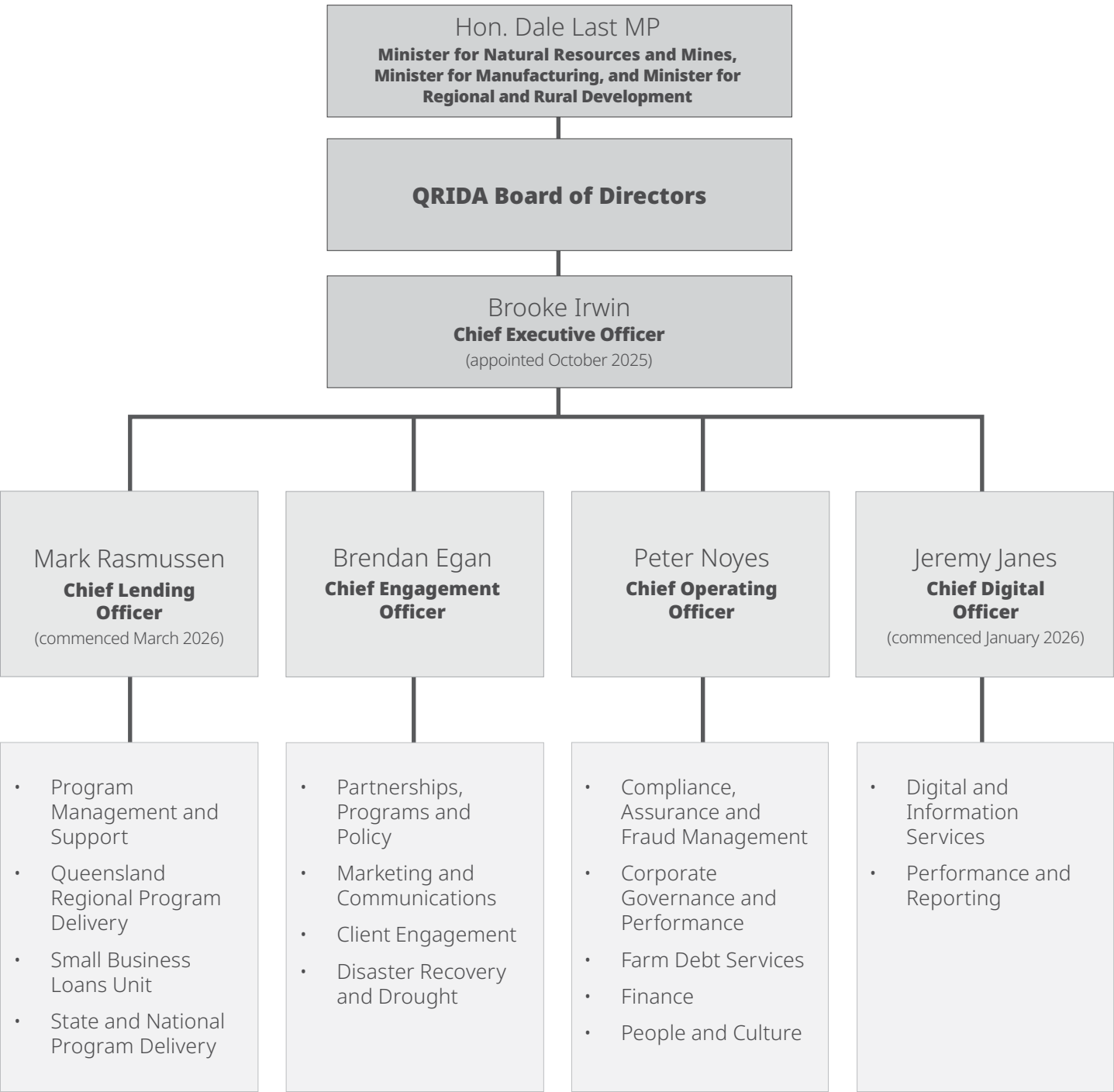
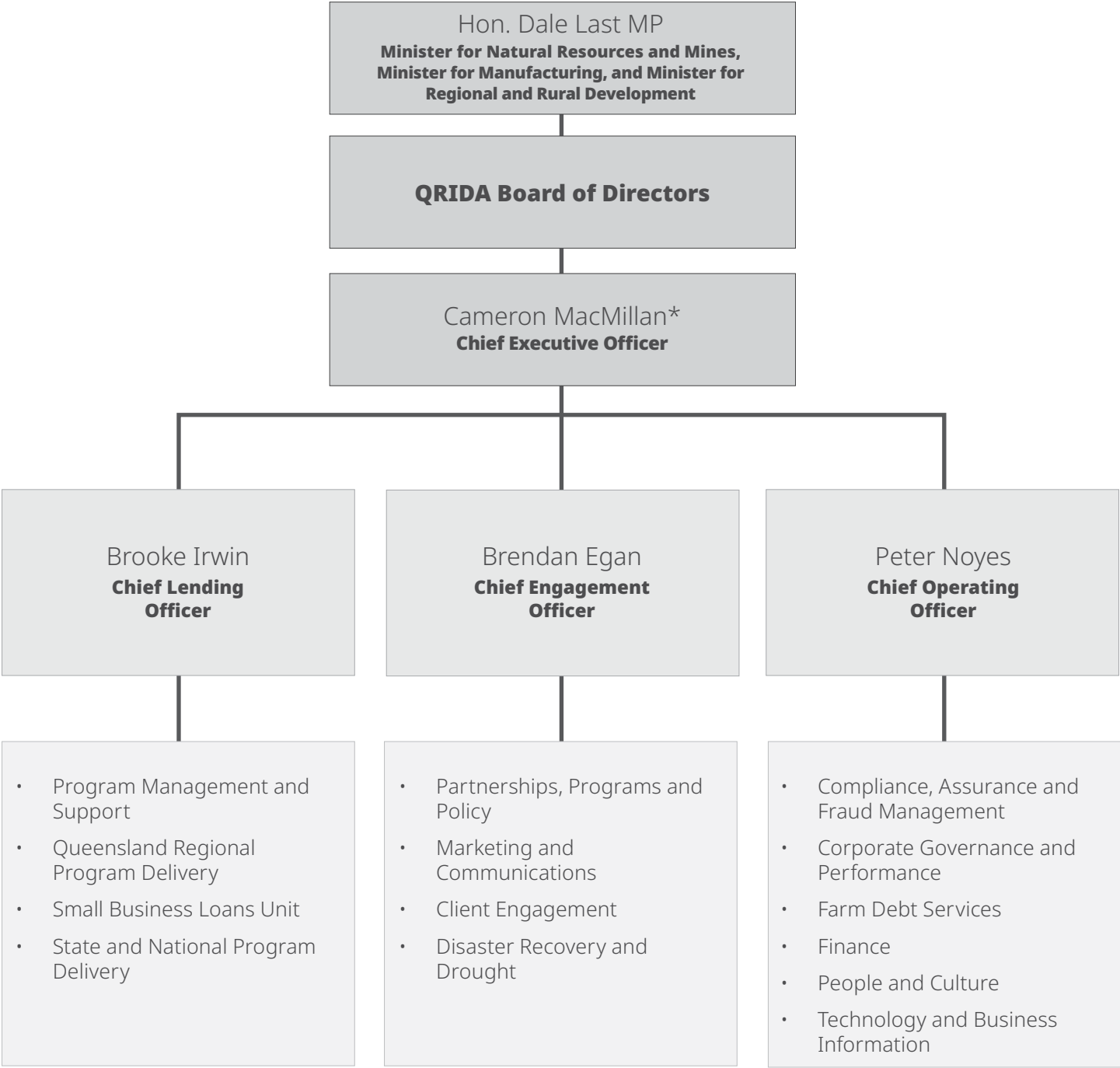


Governance - Management & structure

Current organisational structure October 2025 to June 2026.



Previous organisational structure 1 July 2025 to October 2025.



* Cameron MacMillan retired August 2025, with Brooke Irwin serving as Acting Chief Executive Officer until her appointment in October 2025.

Governance - Management & structure (cont.)

Board of Directors

QRIDA's Board of Directors (the Board) is responsible for the way QRIDA performs its functions and exercises its powers as established under the *Rural and Regional Adjustment Act 1994* (Qld) (the Act).

The Board consists of seven directors including representatives from Queensland industry as well as the DNRMMRRD and Queensland Treasury.

Directors are appointed for a term of no longer than three years. This appointment can end at any time as decided by Governor in Council. A director is appointed on a part-time basis and is entitled to the remuneration and allowances as set by the Governor in Council.

The QRIDA Board is accountable to the Hon. Dale Last, Minister for Natural Resources and Mines, Minister for Manufacturing and Minister for Regional and Rural Development.

Under the Act, the Board must meet at least once every three months. The QRIDA Board of Directors met eight times during 2025-2026. Achievements of the Board in 2025-2026 include:

- contributing to the development of the four-year strategic plan for 2026-2030
- determining strategic policies
- ensuring QRIDA performed its functions properly, effectively and efficiently
- completing the annual performance review of the Chief Executive Officer (CEO)
- appointment of a new QRIDA CEO.

Board attendance

Position	Name	QRIDA Board	Audit and Risk Management Committee	Debt Management Committee	Total
Board Chair	Caitlin McConnel	8/8	2/5	4/6	14/19
Director	Drew Ellem	8/8	-	5/6	13/14
Director	Jason Kidd	8/8	-	-	8/8
Director	Ari McCamley	7/8	5/5	-	12/13
Director	Danica Olsen	8/8	-	6/6	14/14
Director	Scott Spencer	8/8	-	6/6	14/14
Director	Bruce Vandersee	7/8	4/5	-	11/13

Board remuneration

Position	Name	Attendance at eligible meetings ¹	Approved annual fee	Approved sub-committee fee (includes ARMC ²)	Actual fees received (ex-Super) ³
Board Chair	Caitlin McConnel	14/19	\$42,000	\$2,000	\$43,849
Director	Drew Ellem	13/14	Nil	Nil	Nil
Director	Jason Kidd	8/8	Nil	Nil	Nil
Director	Ari McCamley	12/13	\$15,000	\$2,000	\$16,942
Director	Danica Olsen	14/14	\$15,000	Nil	\$14,949
Director	Scott Spencer	14/14	\$15,000	Nil	\$14,949
Director	Bruce Vandersee	11/13	\$15,000	\$2,000	\$16,942

¹ Includes Board, Audit and Risk Management Committee (ARMC) and Debt Management Committee (DMC) meetings.

² ARMC Chair to comprise as external independent member.

³ Based on the fortnightly pay periods ending in 2025-2026.

No fees are paid to Queensland Government representatives, being Directors Drew Ellem and Jason Kidd.
ARMC Chair Zoe Kenneally as independent appointee is a contracted role to QRIDA and no longer paid by the Board.
ARMC Chair attended 5/5 Audit and Risk Management Committees and 2/8 Board meetings.

Governance - Management & structure (cont.)

Measuring performance

Organisational performance goals and strategic targets are established as a result of the Board's strategic planning and budgeting processes and are subject to endorsement by the Minister.

Organisational performance is monitored and reported against strategies and performance indicators set out in QRIDA's Strategic Plan.

Refer to pages 26-27 for a summary of QRIDA's 2025-2026 performance.

Public sector ethics - ethical standards

QRIDA requires all directors, managers and staff to act with integrity and objectivity and to maintain high standards of ethical behaviour in the execution of their duties.

The QRIDA Code of Conduct requires officers to:

- act with integrity and impartiality, ensuring high standards of workplace behaviour and personal conduct
- promote the public good through excellence in customer service, community engagement and working with other agencies
- commit to the system of government through conscientious service to QRIDA and government
- act with accountability and transparency to support high standards of administration.

All new appointees to QRIDA undergo ethical and integrity training, including confirming they have read and understood the QRIDA Code of Conduct. Annually, all staff acknowledge their understanding of the Code of Conduct and responsibilities as an ongoing reinforcement of ethical standards. All QRIDA policies and procedures are referenced to the Code of Conduct and are made available to staff via the QRIDA intranet. Internal communications support ongoing awareness, understanding and compliance.

To support the QRIDA Code of Conduct, and to further strengthen connectivity with the *Public Sector Ethics Act 1994* (Qld), in 2025-2026 QRIDA continued to review and enhance policies relating to fraud and corruption practices, integrity and conflicts of interest.

Human rights

The Human Rights Act 2019 (Qld) sets out the basic rights, freedoms and responsibilities of all people in Queensland. It also sets out the relationship between government and the people it serves. From 1 January 2020 the Act required public authorities, including QRIDA, to act consistently with human rights and to give proper consideration to human rights in making decisions.

QRIDA supports the aim of the *Human Rights Act 2019* to embed respect for human rights in the culture of the Queensland public sector and has communicated its commitment to the public by publishing the Board and Executive Leadership Team (ELT) approved organisational statement on the QRIDA intranet and website.

Other actions that have been taken to further the objectives of the Act include:

- raising awareness within the organisation to human rights considerations and obligations initially through education and training
- embedding and monitoring education and awareness in the QRIDA recruitment and induction processes
- incorporating QRIDA's human rights commitment in the QRIDA Strategic Plan 2026-2030 and on the QRIDA website
- integrating human rights considerations into scheme establishment
- undertaking human rights impact assessments on establishment of new programs and policies
- revising privacy, disclosure and use of information statements in paper and online applications to include an acknowledgment to human rights considerations.

QRIDA has received no human rights complaints since commencement of the *Human Rights Act 2019* to the year ending 30 June 2026.