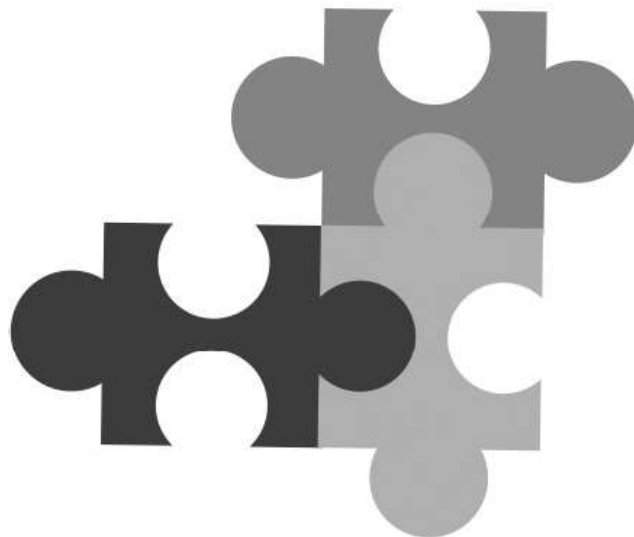


Far North Queensland Hospital Foundation

Annual Report 2024- 2025



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Audience advice and Acknowledgement to Traditional Custodians

Aboriginal people and Torres Strait Islander people are advised that this publication may contain words, names and descriptions of people who have passed away.

The Far North Queensland Hospital Foundation acknowledges the Aboriginal Traditional and Cultural Custodians of the lands, waters and seas across Cairns and Hinterland and Torres and Cape regions.

We pay our respects to Aboriginal and Torres Strait Islander (First Nation) peoples, acknowledging Elders past and present, and we recognise the role of current and emerging leaders in shaping our health systems.

We also acknowledge Australian South Sea Islander people, their historical relationship with First Nation peoples, and the contributions they have made in our communities.

Accessibility

Public availability notice

This report is available on our website: <https://www.fnqhf.org.au/annual-reports/>

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Interpreter service statement



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Attribution

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Letter of compliance

01 September 2025

The Honourable Tim Nicholls MP
Minister for Health and Ambulance Services
GPO Box 48
Brisbane QLD 4001

Dear Minister

I am pleased to submit for presentation to Parliament the Annual Report 2024–2025 and financial statements for the Far North Queensland Hospital Foundation.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 64 of this annual report.

Yours sincerely



Dr Ken Chapman
Chairperson
Far North Queensland Hospital Foundation

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Message from the Chair and Chief Executive Officer

This year marked a powerful step forward in our vision to deliver superior health care across Far North Queensland.

Guided by our 2024–2028 Strategic Plan, the Far North Queensland Hospital Foundation (the Foundation) has remained focused on our core objectives: delivering impact, diversifying commercial revenue, enhancing philanthropy, engaging our community and stakeholders, maintaining a regional and community focus, and strengthening our culture and accountability. We are proud to report another strong year, reinforcing the strength of our model and the trust our community places in us.

Thanks to our growing social enterprise portfolio – which includes two cafés, catering services, more than 70 vending machines, and the Cairns Hospital car park – our operational expenses were fully covered by commercial income. This approach ensures that 100 per cent of every donation directly supports healthcare initiatives across our region.

Our fundraising efforts were equally strong. A total of \$2,714,262 was raised through donations and bequests, including standout events such as our record-breaking Donor Dinner for the Donate for DaNi campaign, the QSuper Cardiac Challenge, the Trinity Advisory Christmas Lunch, the BDO Arrow Experience, and the Nu Nu Melbourne Cup Luncheon. These events not only raised vital funds but also strengthened connections with our partners and supporters.

Our regional Friends of the Foundation groups continued their outstanding efforts, raising \$584,045 across 11 groups. Combined with our central fundraising, a total of \$3,298,307 was raised across the region, powered by nearly 1,000 volunteers who contributed over 26,000 hours of their time to support patients and families, visitors, events and local health initiatives.

We also made significant progress toward our \$4.3 million target for the Donate for DaNi campaign, raising in excess of \$1.5 million for the 2025 year, taking the total to date to \$3,536,606. This leaves less than \$1 million to raise in the coming year to bring this life-changing technology to Cairns Hospital. Once secured, this advanced surgical robot will transform public surgical care in our region – enhancing precision, reducing recovery times, and delivering better patient outcomes, while the advanced technology is also expected to help attract and retain top surgical talent in the region.

The Foundation provided \$1,197,143 in direct health care funding, in addition to committing \$319,775 in research and education grants during the past year. This included \$284,078 for research and \$35,697 for education, reflecting year-on-year growth from the \$263,427 awarded in 2023–2024. These investments continue to build clinical capability and support long-term improvements in health outcomes throughout Far North Queensland. Since its inception in 1997, the Foundation has contributed \$29,017,143 in grant funding to improve health outcomes across the region.

Our commitment to sustainability and innovation remained strong. We completed several major infrastructure upgrades without using donor funds. These included the successful rollout of licence plate recognition in the Cairns Hospital car park to increase efficiency, improve security and enhance customer experience, and a complete renovation of our office

space (made possible by \$210,823 of in-kind contributions from local builders and suppliers). We also undertook a full rebuild of our website to improve the digital experience for donors, volunteers and the wider community.

We continued to support the health workforce through sponsorship of key initiatives such as the Allied Health Excellence Awards, Cairns and Hinterland Hospital and Health Service (CHHHS) Excellence Awards, Deck the Wards, International Nurses and Midwives Awards, the Research and Innovation Symposium, and the Wellbeing Expo. These sponsorships reflect our commitment to not only funding equipment and infrastructure, but also recognising and celebrating the people who deliver care every day.

Looking to the year ahead, we remain focused on completing the purchase and installation of the surgical robot and supporting the development of the Cancer Care Hub – together representing an investment of \$5.8 million. We will continue to grow and expand our social enterprise operations, further strengthen our relationships with community and health partners, and ensure that our work remains firmly aligned with our strategic vision to deliver equitable, high-quality care from Tully to the Torres Strait.

To our volunteers, donors, partners and staff – we extend our heartfelt thanks. Your generosity and belief in our work drive everything we do. Together, we are delivering better health outcomes for our region and ensuring that care stays close to home for all.

With thanks,

Ken Chapman and Gina Hogan

Highlights

Fundraising and philanthropy

More than \$3.3 million was raised through combined efforts across Cairns and regional Friends of the Foundation groups. Cairns-based fundraising totalled \$2,714,262, with standout events including the Donor Dinner for the Donate for DaNi campaign (\$0.896 million), the Trinity Advisory Christmas Lunch (\$0.411 million), the QSuper Cardiac Challenge (\$0.327 million), and the Nu Nu Melbourne Cup Luncheon (\$0.12 million). Our Friends of the Foundation (FoF) groups raised an impressive \$584,045 across 11 FoFs, reinforcing the strength of community-led fundraising.

Health care, research and education

The Foundation provided over \$1.19 million in funding to support essential medical equipment and healthcare improvements across Far North Queensland. \$319,775 was awarded in grants (\$284,078 for research and \$35,697 for education), supporting projects in diabetes care, psychiatry, paediatrics, nanomedicine and First Nations health. The rollout of the SmartyGrants platform enhanced transparency and streamlined processes. By the end of the financial year, less than \$1 million remained to reach the \$4.3 million target for the Donate for DaNi campaign.

Volunteers and community

Nearly 1,000 volunteers generously contributed over 26,000 hours to support hospitals, services and events. Approximately 70 core volunteers covered more than 90 shifts per week at Cairns Hospital. Volunteer numbers and diversity grew, with increased participation from people with culturally and linguistically diverse backgrounds and with more volunteers aged 30–50. Friends of the Foundation groups were supported through facility upgrades, regional mediation, enhanced trolley services, and delivery of a facilitated FoF Forum.

Commercial operations

Commercial income covered 100 per cent of operational costs, allowing all donations to directly support health care. The Foundation exceeded financial targets across cafés, catering, vending, and parking operations. FNQ Foundation Feast catering orders more than doubled year-on-year, and fresh food vending was successfully launched at Cairns Hospital to improve 24/7 access to healthy food options.

Infrastructure and governance

Key projects were delivered without the use of donor funds, including the rollout of licence plate recognition in the Cairns Hospital car park, a full office renovation supported by \$210,823 of in-kind contributions from local trades and businesses, and a rebuild of the Foundation website. The Foundation also met all audit and compliance obligations, reflecting a strong commitment to transparency and accountability.

Staff and culture

The Foundation grew its team from 28 to 31 staff members, strengthening capacity to meet operational demands. Continued investment in training, wellbeing, and a commitment to a values-led culture supported staff performance and retention. We proudly celebrated Glenys Duncombe's 20-year milestone as Fundraising and Marketing Manager – an outstanding achievement that reflects her dedication and impact.

About us

The Far North Queensland Hospital Foundation was established on 21 March 1997 under the *Hospital Foundations Act 1982* and continues under the *Hospital Foundations Act 2018*. As a statutory body and registered charity with Deductible Gift Recipient (DGR) Type 1 status, the Foundation is empowered to support public health services across Far North Queensland. We operate in accordance with relevant legislation, including the *Hospital Foundations Act 2018*, *Financial Accountability Act 2009*, *Charities Act 2013 (Cth)*, and the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*, and undergo annual independent financial and operational audits.

Vision

Superior health care in Far North Queensland.

Purpose

Working together with our community and health services to improve care in Far North Queensland.

Values

- Accountability
- Compassion
- Integrity
- Respect

Our role and strategic direction

The Foundation is a non-profit, charitable organisation that partners with the Cairns and Hinterland Hospital and Health Service (CHHHS) and the Torres and Cape Hospital and Health Service (TCHHS) to enhance the delivery of health care across the region – from Tully to the Torres Strait. Thanks to our commercial operations, 100 per cent of every dollar donated stays local and goes directly to healthcare improvement.

Guided by our 2024–2028 Strategic Plan, we are focused on the following six strategic objectives:

1. **Impact** – Deliver and measure meaningful and relevant impact on the health of our community
2. **Commercial revenue** – Diversify revenue streams with a focus on sustainable commerciality
3. **Philanthropy and fundraising** – Enhance philanthropy and fundraising programs
4. **Engagement** – Grow philanthropic engagement with all our stakeholders
5. **Region and community focus** – Maintain and develop the volunteer program across CHHHS and TCHHS
6. **Culture and accountability** – Strengthen trust through ethical governance and purposeful delivery

These objectives shape our ongoing efforts to fund life-changing equipment, support health education and research, deliver volunteer services, and drive innovation in how care is supported across the region.

Our functions

The Foundation's core activities, aligned with our statutory purpose, include:

- Funding the purchase of state-of-the-art equipment and developing modern health care facilities
- Supporting research, training and education that enhance health service delivery and outcomes
- Providing practical support services for patients, staff and families within public hospitals.

The Foundation's principal office is located at Cairns Hospital.

Support programs and services

We deliver a broad range of programs and services across Far North Queensland, including:

- Management of a network of nearly 1,000 volunteers, supporting information desks, rehabilitation services, service trolleys, letter folding and companionship programs like Eat Walk Engage in General Medicine and Orthopaedics.
- Direct support for research and education through structured grant funding.
- Delivery of hospital infrastructure enhancements, such as office renovations and car park upgrades.
- Commercial operations that include cafés, catering services, vending machines and hospital parking facilities, all of which fund our operational costs.

Our regional fundraising and volunteer activities are supported by the Friends of the Foundation (FoF) network, with active branches across CHHHS (Atherton, Cow Bay, Croydon, Gordonvale, Herberton, Innisfail, Mareeba, Mossman and Tully) and TCHHS (Cooktown and Weipa).

Supporting the Queensland Government's objectives

The Foundation's activities contribute to the Queensland Government's objectives for the community, as outlined in the strategic plan:

- **Good jobs** – through employment across our commercial enterprises and volunteer engagement
- **Better services** – by enabling frontline staff through education grants and modern equipment
- **Great lifestyle** – by keeping care closer to home and reducing the need for patients to travel
- **Keeping Queenslanders safe** – by supporting regional access to high-quality, public healthcare

Through our impact-focused approach, we align with Queensland's long-term health investment priorities and partner closely with CHHHS and TCHHS to target areas of highest need.

Tax status

The Foundation holds the following endorsements:

- GST Concession – effective from 1 July 2005
- Income Tax Exempt – effective from 1 July 2000
- Deductible Gift Recipient (DGR) – Type 1, as a Public Benevolent Institution – endorsed since 1 July 2000

Initially approved by the Australian Taxation Office in 1995 as a Public Ancillary Fund, the Foundation's structure evolved in 2015 to enable more direct impact through donations and fundraising.

Opportunities and challenges

The Foundation operates in a complex environment shaped by regional needs, economic fluctuations and evolving healthcare demands. Our Strategic Plan 2024–2028 identifies specific risks and opportunities that will influence our ability to deliver superior health care across Far North Queensland.

Strategic challenges and risks

Challenge / Risk	Impact on Vision / Purpose	Mitigation strategy
Reduced funding due to unforeseen events (e.g. natural disasters, pandemics, recessions)	May limit capacity to deliver essential health care equipment, training or research support	Diversify income streams, strengthen reserves, prioritise high-impact projects
Cyber threats and the pace of digital transformation	Risk to donor privacy, operational continuity and reputational trust	Ongoing investment in digital systems, improved cyber awareness, Customer Relationship Management (CRM) governance, and data protection
Unanticipated impact on commercial businesses	Commercial downturn could affect our ability to fund operational expenses and protect donor funds	Scenario planning, business diversification, strong governance of commercial performance
Health and safety of staff, volunteers, and event participants	Disruption to volunteer programs or events; increased liability risk	WHS procedures, risk assessments and updated volunteer training
Non-compliance with legislation, policy or contracts	May result in reputational damage or funding limitations	Regular policy reviews, governance training, and proactive compliance monitoring
Fraud or dishonest activity	Financial and reputational harm; breach of donor trust	Robust financial controls, segregation of duties, data protection protocols and independent audits

Strategic opportunities

Opportunity	Strategic alignment	Timeline / Action
Enhancing service delivery aligned with CHHS, TCHHS and community needs	Impact; Engagement	Ongoing – Delivered through priority-aligned funding, equipment and grant support
Expanding research, training and education to support Cairns Hospital's journey toward tertiary status	Impact; Philanthropy and Fundraising	Focus area for 2025-2026 – Annual project linked to health service uplift
Investing in workforce culture (staff and volunteers)	Culture and Accountability	Volunteer governance review and staff development initiatives continuing in 2025-2026
Use of technology to improve engagement, giving and internal systems	Engagement; Culture and Accountability	CRM improvements and digital engagement tools rolling out in the 2025-2026 financial year
Expanding commercial businesses (e.g. catering, vending, digital platforms)	Commercial Revenue	Commercial review and expansion strategy to progress during 2025-2026
Increasing capacity to innovate, scale and manage impactful partnerships across all objectives	Cuts across all six strategic objectives	Central to operational planning, corporate partnership growth, and funding collaborations, this work will continue throughout the entire strategic plan period (2024-2028)

Governance

The Far North Queensland Hospital Foundation is governed by a volunteer Board appointed by the Governor in Council on the recommendation of the Minister for Health and Ambulance Services. In addition, one member is nominated by the Chair of the Cairns and Hinterland Hospital and Health Service (CHHHS) Board. The Board has established two formal committees – the Audit, Risk and Remuneration Committee (ARRC) and the Research and Education Committee (REC).

The Foundation’s governance framework ensures effective leadership, strategic direction, compliance, and oversight of operations across our region.

Our board

Board members bring diverse professional expertise across business, law, medicine, finance, and community engagement. They serve in a voluntary capacity and receive no remuneration or reimbursement of out-of-pocket expenses.

Board members – term and basis of appointment

Name	Term	Basis of appointment
Dr. Kenneth (Ken) Chapman MB BS (Qld) FAICD, AFRACMA Chairperson	Originally appointed: 24 March 1997 Active term: 1 October 2024 to 30 September 2027	Dr Chapman is a registered medical practitioner, the CEO and Chairperson of Skyrail Rainforest Cableway and executive director of the Chapman Group of Companies. He has experience as a Director and Chairman of a variety of public, private, and not-for-profit organisations and has been the Foundations Chair since its inception.
Jodi Peters B Bus GAICD, FIML Deputy Chairperson	Ex-officio member as CHHHS Board Chair’s nominee Active term: 1 April 2022 to 31 March 2026	Ms Peters is presently the Business Manager of Peters Bosel Lawyers and a founder and Managing Director of business consultancy The 20/20 Group Australia Pty Ltd. With 30 years’ experience as Chair and Board member of not-for-profit Boards with extensive knowledge across governance, strategic planning, executive reporting, finance performance and risk management.
Patricia Bailey Board Member	Originally appointed: 24 April 2003 Active term: 1 October 2024 to 17 July 2025 (retired)	Ms Bailey was the Operations Manager and special events coordinator for the Cairns District Rugby League. After 22 years of commitment to the Foundation she has recently retired.
Professor William McBride MBBS, DTM&H, FRACP, FRCPA, PhD Board Member	Originally appointed: 21 July 2011 Active term: 30 September 2024 to 30 June 2025 - retired	Professor McBride is a registered medical practitioner and was Head of James Cook University’s School of Medicine clinical campus at the Cairns Hospital. He resigned from this position on 1 February 2021. His vast experience includes ground-breaking infectious disease research and pandemic planning. He continues to pursue his passion in the area of research and education.

Dr Edward Strivens MBBS, BSc, FACRRM, FRACP Board Member	Originally appointed: 20 October 2017 Active term: 2 October 2020 to 1 October 2025	Dr Strivens is the Regional Geriatrician and Clinical Director for Older Person Health Services in Cairns and Hinterland Health Service District in Far North Queensland. He is an Adjunct Professor with James Cook University School of Medicine and Dentistry. He is also the former President of the Australia and New Zealand Society for Geriatric Medicine.
Joanne Parisi, LLB (Hons) B. Econ Board Member	Originally appointed: 12 December 2019 Active term: 8 December 2022 to 30 June 2026	Ms Parisi is an Director of Parisi Foley Law, a Cairns-based Law Firm and has been practicing law for the past 20 years in the areas of dispute resolution, building and construction, litigation and local government. She also has the National Mediation Board Accreditation.
Robyn Boundy Adv Dip Bus Man Board Member (deceased)	Originally appointed: 12 December 2019 Active term: 8 December 2022 to 6 October 2024	Ms Boundy was a long-serving Chair and Consumer Representative across many sectors of the CHHHS, and owner and manager of multiple businesses. Ms Boundy passed away on 6 October 2024.
Danae Jones Board Member	Originally appointed: 12 December 2019 Active term: 8 December 2022 to 30 September 2026	Ms Jones is the founder and Managing Director of Danae Jones Consulting Pty Ltd, a full-service boutique marketing, media, and public relations company.
Lisa Whitton BCom CPA Board Member	Originally appointed: 9 December 2021 Active term: 9 December 2021 to 8 December 2025	Ms Whitton a CPA and the Chief Financial Officer for the Cairns Regional Council.

Name of Government body: Far North Queensland Hospital Foundation					
Act or instrument	<i>Hospital Foundations Act 2018</i>				
Functions	The Far North Queensland Hospital Foundation is a non-profit, charitable organisation that partners with the Cairns and Hinterland Hospital and Health Service and the Torres and Cape Hospital and Health Service to enhance the delivery of health care across the region.				
Achievements	In 2024-2025, the Foundation raised over \$3.3 million through combined efforts across Cairns and regional Friends of the Foundation groups and provided over \$1.19 million in funding to support essential medical equipment and healthcare improvements across Far North Queensland.				
Financial reporting	Transactions of the entity are accounted for in the financial statements.				
Remuneration – All Board Members serve in a voluntary capacity.					
Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved committee fees if applicable	Actual fees received
Chair	Dr Kenneth (Ken) Chapman	7	\$0	\$0	\$0
Deputy Chair	Jodi Peters	8	\$0	\$0	\$0
Member	Patricia Bailey	3	\$0	\$0	\$0
Member	Professor William McBride	7	\$0	\$0	\$0
Member	Dr Edward Strivens	5	\$0	\$0	\$0
Member	Joanne Parisi	6	\$0	\$0	\$0
Member	Robyn Boundy	2	\$0	\$0	\$0
Member	Danae Jones	8	\$0	\$0	\$0
Member	Lisa Whitton	8	\$0	\$0	\$0
No. scheduled meetings/sessions	8				
Total out of pocket expenses	There were no out-of-pocket expenses paid to Board Members for 2024–2025.				

Board committees

Audit, Risk and Remuneration Committee

The Foundation's Audit, Risk and Remuneration Committee (ARRC) observed the terms of its charter during the year.

The ARRC comprises of at least three members, including at least two members of the foundation Board, with one of the members being the Chairperson of the foundation.

The Foundation Board appoints members of the ARRC on an annual basis and appoints one of the members other than the Chairperson of the Foundation to chair the Committee. ARRC members are Ms Lisa Whitton (Chairperson), Dr Ken Chapman and Ms Jodi Peters.

During the 2024-2025 year, the ARRC held three meetings.

ARRC members are Ms Lisa Whitton (Chairperson), Dr Ken Chapman and Ms Jodi Peters.

Name	Number Eligible to Attend	Number Attended
Lisa Whitton – ARRC Chair	3	3
Ken Chapman	3	2
Jodi Peters	3	3

Research and Education Committee

In 2022, the Foundation Board established a Research and Education Committee (REC). The REC observed the terms of its charter during the year.

The REC comprises at least three members of the Board of the Foundation who are appointed to the REC on an annual basis.

REC Members are Dr William (John) McBride (Chairperson), Dr Edward Strivens, Mrs Robyn Boundy (deceased) and Ms Joanne Parisi. During the year, three meetings of the REC were held.

Name	Number Eligible to Attend	Number Attended
William McBride – REC Chair	3	3
Edward Strivens	3	3
Robyn Boundy	1	1
Joanne Parisi	1	1

Executive management

Chief Executive Officer

Gina Hogan joined the Foundation in January 2022. Ms Hogan is an experienced CEO with 23 years of experience in leadership roles across radio, television, podcasting, digital, and profit-for-purpose organisations.

Responsibilities: to provide the Foundation with executive and strategic leadership, and operational management, including responsibility for managing progress towards achievement of the Foundation's vision, objectives and strategic directions.

Financial Controller and Company Secretary

Gillian Shaw joined the Foundation in June 2025.

Responsibilities: to provide the Foundation with accurate and reliable financial and regulatory compliance, including financial forecasting and budgets, preparation of all financial reports, and providing strategic recommendations to the CEO and Board.

Commercial Operations Manager

Michael Hooper joined the Foundation in February 2023.

Responsibilities: to oversee the Foundation's social enterprises including the development of strategies, and implementation of approved plans to successfully expand these commercial aspects of the Foundation.

Fundraising and Marketing Manager

Glenys Duncombe joined the Foundation in September 2004.

Responsibilities: to develop and maintain relationships with communities, groups, and individuals relevant to the Foundation and to manage the fundraising and marketing projects and activities that assist with achieving the Foundation's strategic goals.

Volunteer Program Coordinator

Skye Shier joined the Foundation in February 2024.

Responsibilities: to manage, administer and monitor the Volunteer Program in support of the Foundation's objectives to advance the profile and services provided by the Foundation. This role includes the management and coordination of the Friends of the Foundation throughout the Far North Queensland region.

Human Resources

Organisational structure and workforce

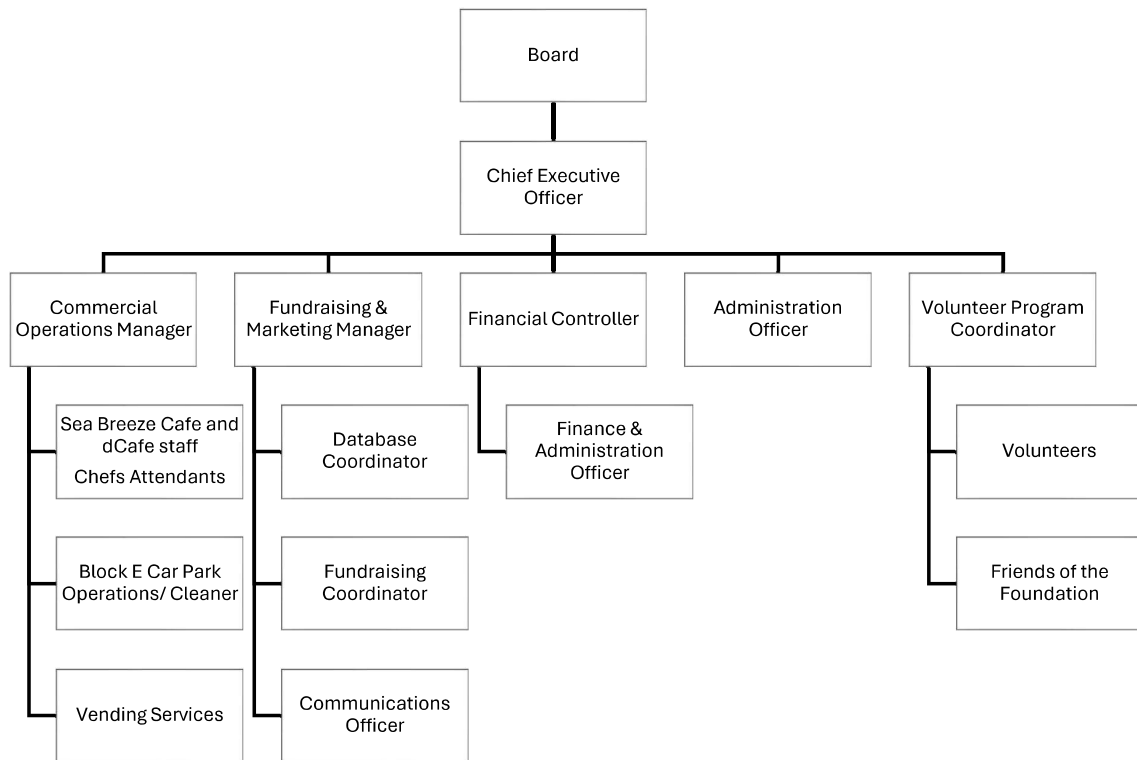


Chart 1: Foundation organisational chart

Strategic workforce planning and performance

The Foundation has a committed team comprising staff and volunteers who are focused on achieving the organisation’s vision and strategic objectives. As at 30 June 2025, the Foundation had 31 full-time equivalent employees.

To ensure flexible work arrangements for the staff, the Foundation reviews all reasonable requests from employees regarding flexible work requirements. This often involves changes to start and finish times, working from home and taking time off in lieu of additional hours worked outside of normal working hours.

Early retirement, redundancy and retrenchment

There were no early retirement, redundancy or retrenchments to note for 2024-2025.

Risk management and accountability

The Foundation has a robust financial management system and a strong commitment to fostering a safe and accountable work culture. It continues to uphold and enhance high standards of governance across all areas of operation.

A formal Risk Appetite Statement has been developed in consultation with the Board and with the support of governance advisor Alicia Eaton. This document outlines the Foundation's tolerance for risk across strategic, operational, financial and reputational areas, and serves as a guiding tool for decision-making at all levels of the organisation.

The Board and senior leadership team remain committed to proactively identifying, assessing, and mitigating risks – particularly those that could result in unacceptable costs, operational disruption, or reputational harm. This approach ensures the Foundation is well-positioned to deliver on its mission and sustain its impact across Far North Queensland.

Internal audit

The Foundation Board considered it unnecessary to establish an internal audit function due to:

- the relatively small size of the Foundation
- the Foundation having well developed financial systems that operate efficiently, effectively and economically
- the existing governance structure and meeting schedule remaining adequate
- the Foundation having never received a qualified audit since its inception in 1997.

External scrutiny

Audited by Queensland Auditor-General with no significant issues identified for the reporting period.

Information systems and recordkeeping

The Foundation did not undergo any additional external scrutiny during the year by entities such as the Crime and Corruption Commission, the Queensland Health Ombudsman, or the Coroner.

The Chief Executive Officer is responsible for the Foundation's records management function. Processes are in place to induct and train staff and volunteers in the management of key documents. Record governance roles and responsibilities are communicated through position descriptions and periodic training. The Foundation's Recordkeeping Policy applies to both digital and hardcopy records and ensures compliance with the *Public Records Act 2002*, *Information Standard 40: Record Keeping*, and the *Queensland Government Records Governance Policy*. Records are retained and disposed of in accordance with the relevant schedules.

Queensland Public Service ethics and values

The Foundation's Code of Conduct applies to all Board members, employees and volunteers. It aligns with the *Public Sector Ethics Act 1994 (Qld)* and supports the Foundation's workforce in embedding the following Queensland public service values and their supporting behaviours:

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people

Human Rights

The Foundation recognises and is committed to ensuring its policies and practices protect the dignity and worth of all individuals. In accordance with section 97 of the *Human Rights Act 2019*, all decisions and services have been delivered in a manner compatible with human rights.

As part of the Foundation's ongoing governance review, the Board ensures policy development and organisational practices are aligned with the Act. No human rights complaints were received during the 2024–2025 financial year.

Open data

The Far North Queensland Hospital Foundation had no Open Data to report for the 2024–2025 financial year in the following three mandated categories:

- Overseas Travel
- Queensland Language Services Policy
- Charter of Victims' Rights

The Far North Queensland Hospital Foundation lodged an Open Data report for the 2024–2025 financial year in the category of consultancies:

- Consultancies - \$385,551.82

As required, a return confirmation was submitted to the Department of Health's Open Data team on 6 August 2025.

Information about consultancies, overseas travel, the Charter of Victims' Rights, and the Queensland Language Services Policy is published by relevant agencies on the Queensland Government Open Data website: www.data.qld.gov.au.

Performance

Achievements

The 2024–2025 financial year marked a period of transformation and momentum for the Far North Queensland Hospital Foundation, with several key achievements delivered outside our formal strategic objectives – each contributing to a stronger, more sustainable organisation and a healthier Far North Queensland.

A highlight was the completion and launch of the Foundation’s new website, designed to improve accessibility, transparency and engagement with donors, CHHHS staff and community stakeholders. This digital overhaul was complemented by significant progress in physical infrastructure, including the signing of new licence agreements for the Foundation’s office space and the Block E car park at Cairns Hospital. The Foundation also secured a café licence extension, providing greater long-term stability for the Sea Breeze and dCafé operations. Importantly, these commercial agreements ensure certainty for future planning while reinforcing our self-funded model.

Commercial operations continued to grow, with the successful launch of 24/7 fresh food vending across the Cairns Hospital. These machines, stocked daily by our chefs, offer healthy and convenient options for staff, patients and visitors – enhancing wellbeing and aligning with the Queensland Government’s ‘A Better Choice’ campaign, of which the Foundation is a proud participant. The vending initiative builds on a year of growth across all commercial ventures, including cafés, catering and parking. Across these services, the Foundation maintained its commitment to covering all operating costs through earned income—ensuring 100 per cent of donations directly support health care in the region.

This year also saw significant investment in equipment and service delivery, with purchases funded across CHHHS and TCHHS for areas including cardiology, paediatrics, maternity, emergency, cancer care, theatre and rehabilitation services. These enhancements were made possible through the generosity of our donors and the tireless efforts of our fundraising team, volunteers, and Friends of the Foundation (FoF) groups. From diagnostic units to vital signs monitors and end-of-life comfort items, the reach of these purchases was felt across multiple hospitals, health centres, and communities from Tully to the Torres Strait.

The Foundation was proud to receive \$210,823 in pro bono contributions from builders and suppliers during the year, enabling a major renovation of our office space. This transformation has created a more welcoming, functional, and professional environment for staff, volunteers, and stakeholders. Our ability to deliver these upgrades without drawing from donor funds is a testament to the strength of our partnerships and community trust.

Volunteers continued to form the heart of the Foundation, donating more than 26,000 hours across hospital services and fundraising events. Their contributions ranged from trolley services and wayfinding to barbecues, café support and letter folding for CHHHS staff. The Friends of the Foundation network remains strong, raising \$584,045 for their local communities. Each dollar was directed back into regional hospitals to purchase \$454,177 worth of priority equipment, ensuring the benefits of fundraising are felt where the need is greatest.

The year also brought with it important professional and personal milestones. CEO Gina Hogan completed the Governance Foundations for Not-For-Profit Directors program through the Australian Institute of Company Directors, further strengthening our commitment to best-practice governance. Internally, we celebrated long-time staff members: Glenys Duncombe,

who marked 20 years as Fundraising and Marketing Manager, and Robyn Rankin, who celebrated 10 years as Communications Officer. Their dedication and deep knowledge continue to shape the Foundation's success. Across all departments, there was a strong focus on training and professional development to ensure our team continues to grow in skills, capability, and confidence, supporting both individual career progression and the Foundation's long-term goals.

With deep sadness, we also acknowledged the passing of Mrs Robyn Boundy – a longstanding Board Member and Mareeba FoF representative. Her tireless advocacy, warmth and commitment to improving rural health left a lasting legacy, and her memory continues to guide our work across the region.

The Foundation continued to uphold its purpose of improving health care in Far North Queensland through meaningful, measurable, and community-driven impact. Guided by the 2024–2028 Strategic Plan, the Foundation remained focused on delivering across our key objectives: impact, philanthropy, commercial sustainability, engagement, and internal culture and accountability.

The above achievements reflect not only operational excellence but also the spirit of generosity, innovation and community that defines the Far North Queensland Hospital Foundation.

Non-financial performance

The Foundation has continued to create life-changing impact for patients, families and clinical staff across Far North Queensland through its commitment to funding and delivering vital support programs and equipment.

In the 2024–2025 financial year, more than \$865,433 was directed toward health care enhancements across the region. This investment included equipment purchases for hospital and health service sites ranging from Cairns to the Cape, as well as strategic funding for research and education, and support services that improve the patient and clinician experience, ultimately strengthening care across the region.

Every item funded by the Foundation – whether large or small – was carefully selected to meet the evolving needs of patients and clinical teams. Together, these investments have supported safer procedures, more comfortable experiences for patients and families, and improved access closer to home.

The equipment purchased over the past year has enhanced services in cardiology, oncology, maternity, rehabilitation, surgery and women's health. Purchases included:

- A portable bladder scanner and 10 specialised Talley mattresses to reduce pressure injuries and support complex care needs in the Older Persons Integrated Health Service (OPIHS) and the Sub-Acute Care Unit (SACU) units.
- A Myosure Fluent Fluid Management System to improve safety and efficiency in surgical procedures at Cairns Hospital.
- A Motomed Muvi rehabilitation system, aiding patient mobility and recovery across a wide range of conditions.
- Cardiopulmonary and ECG equipment, supporting diagnosis and treatment within the Department of Thoracic Medicine and Cardiology, in addition to a fleet of echo beds and a new cardiac outreach vehicle, ensuring that cardiac services can reach communities throughout the region.
- Paediatric oncology equipment and consumables, including digital stethoscopes, ear thermometers and a vein-visualisation device to improve cannulation success.
- Training tools and models for maternity and women's health teams, including perineal repair trainers and pelvic education models.
- Environmental enhancements such as paediatric emergency department wall graphics and a children's waiting room mural.
- Cancer care packs, thermoregulation blankets, and a range of comfort items for patients undergoing treatment.

These purchases have improved frontline care and training at Cairns Hospital, while also helping to make clinical environments more compassionate and patient-centred.

Thanks to the dedication of our Friends of the Foundation groups, regional hospitals across the Far North were equipped with items that directly support local priorities:

- Atherton Hospital received more than \$220,000 in equipment, including a Fujifilm ultrasound, electric shower chairs, chemotherapy chairs, hospital beds, and pressure relief systems. These items have helped to enhance inpatient care and delivery of cancer treatment closer to home.

- Innisfail Hospital was supported with more than \$48,000 in items, including a transducer for ultrasound, vital signs monitors, breast pumps, gym equipment, a falls prevention system, video conferencing technology, and vital maternity tools.
- Mareeba Hospital received over \$128,000 in essential items, including two patient monitors, a Lucas machine for cardiac arrest response, an infant incubator, bariatric chairs and otoscopy tools.
- Dimbulah Primary Health Centre received an AccuVein system to support better-informed decisions, improved needle placement and enhanced patient care.
- Mossman FoF purchased infusion treatment chairs and an ice machine for Mossman Hospital, improving the comfort of patients undergoing prolonged therapy sessions.
- Gordonvale Hospital acquired transfer trolleys, specialised mattresses and cushions, and multiple wheelchairs to assist with mobility and falls prevention.
- Georgetown and Herberton upgraded their environments through outdoor furniture, shade sails and furnishings to improve comfort and usability for patients and families.
- Smithfield Dialysis patients benefited from new gym equipment, canvas art and a karaoke machine – small items with big impact on wellbeing and patient morale.

These regionally-driven enhancements have helped to ensure that our communities receive equitable access to modern equipment and compassionate care.

The Foundation also made targeted investments to support cardiac outreach in Cape York and the Torres Strait. These included:

- A fully modified cardiac outreach vehicle, echo equipment, and portable diagnostic tools.
- Freight and logistics support to deliver equipment to Weipa, Thursday Island, and Bamaga.
- Care packs for patients with rheumatic heart disease, prepared for Tully and surrounding areas.

These initiatives are helping bridge the gap in access to specialist care, bringing essential services closer to home for some of the region's most remote and vulnerable populations.

Together, the equipment funded in 2024–2025 reflects the Foundation's region-wide commitment to improving the patient journey at every touchpoint. From specialist diagnostics in Cairns to comfort and mobility aids in rural hospitals, every item contributes to our vision of superior health care for all Far North Queenslanders.

Strategic Plan outcomes update 2024–2025

Since its inception, the Foundation has contributed over \$29 million to public health care. This year's achievements built on that legacy, ensuring every dollar donated was used to support programs, services, or equipment that directly benefit our regional communities. The Foundation's commercial ventures once again covered all operating expenses, maintaining a 100 per cent donor-directed funding model.

Progress against our strategic performance indicators was strong across all six objectives. Research and education support continued to grow, with \$319,775 awarded in grants—comprising \$284,078 for research and \$35,697, for education. This represents a 21.7 per cent increase over the previous year. Grant recipients included clinicians, researchers and project teams focused on improving local health outcomes through evidence-based innovation.

Support from the Friends of the Foundation (FoF) network remained strong, with over \$454,177 reinvested into the FoFs' respective communities. Equipment funded through FoFs included theatre tools, diagnostic equipment, maternity care aids, and comfort items for end-of-life care. These purchases demonstrate strong alignment with the Foundation's strategic aim to deliver health care improvements close to home.

The Foundation continues to benchmark well against peer hospital foundations across Queensland. Our model of using commercial revenue to fund operations, while directing 100 per cent of donations to health care delivery, remains a key strength. It provides transparency, builds donor trust, and enables a high level of return on investment for philanthropic support.

Volunteer contributions remain a critical part of the Foundation's operational success. Over 26,000 hours were donated by volunteers during the year, supporting everything from ward trolleys and welcome desks to rehabilitation visits, letter folding, and major fundraising events. This in-kind contribution extends the Foundation's reach and allows service enhancements that would otherwise be unattainable through standard hospital funding.

Overall, the Foundation delivered measurable, well-governed, and regionally relevant outcomes in 2024–2025. As we look to the future, our strategic focus remains fixed on equity, excellence, and efficiency – ensuring the people of Far North Queensland continue to benefit from health care that is closer, better, and built for the unique needs of our region.

Progress against key strategies in the 2024-2028 Strategic Plan

Impact – Deliver and measure meaningful and relevant impact on the health of our community

- **Work with CHHHS & TCHHS to identify priority areas to augment services and align fundraising to service uplift priorities**

The Foundation continues to uphold its commitment to enhancing health care across Far North Queensland by delivering more than \$1.19 million for essential services in the region during 2024–2025. This funding has supported the acquisition of vital medical equipment across multiple locations, reflecting our alignment with CHHHS and TCHHS service uplift priorities.

We successfully engaged with leadership across both Cairns and Hinterland Hospital and Health Service (CHHHS) and Torres and Cape Hospital and Health Service (TCHHS) to identify priority areas where philanthropic support could meaningfully augment public health services and improve patient outcomes.

A key initiative has been the Donate for DaNi campaign – our most ambitious appeal to date – which seeks to raise \$4.3 million for a state-of-the-art surgical robot for Cairns Hospital, which will be the first of its kind in a public hospital outside of South East Queensland. The robot will enable surgeons to perform complex procedures with greater precision and control, using minimally invasive techniques, which translates to smaller incisions, less pain for patients, and faster recovery times across multiple specialties, including urology, gynaecology, colorectal, and general surgery. Aligned with CHHHS surgical capability expansion, the robot is expected to be delivered in the 2025–2026 financial year, significantly enhancing precision surgery access in the public system.

In addition, the \$1.52 million by the Foundation throughout 2022–2024 for the \$3 million Cancer Care Hub has been committed to the delivery of that project, also scheduled for completion in 2025–2026 as part of the overarching CHHHS program of capital works. In the interim, the Foundation has invested \$123,013 in cancer care services to ensure patients receive the best possible support during their treatment journey. This has included:

- technology to support patient education within the chemotherapy service
- enhancements to the patient experience in the D4 Cancer Care Ward
- clinical equipment to help minimise complications and improve comfort for patients undergoing transfusions, infusions and radiation, and thoughtful, compassionate comfort packs for use during treatment and end-of-life care.

We also strengthened relationships with the executive team at TCHHS and commenced early discussions about future funding priorities to support remote and rural communities.

Through our partnership with CHHHS, we developed a refreshed Wish List of high-priority equipment and infrastructure needs. This tool ensures our fundraising remains transparent and donor-aligned, while targeting the most impactful improvements in health care delivery. Our commitment to strategic alignment with our hospital and health service partners has resulted in tangible, region-wide outcomes – and has laid the groundwork for deeper collaboration and innovation in the years ahead.

- **Support health service initiatives that work towards tertiary hospital status in Cairns**

The Foundation reinforced its support for Cairns Hospital's journey toward full tertiary status. Strategic funding was directed toward projects that build specialist capacity and support the recruitment of highly skilled clinical staff. The Donate for DaNi campaign also

aims to help attract and retain outstanding doctors and surgeons in the Far North by having the latest surgical technology available.

Continued engagement with CHHS clinical leaders helped ensure our efforts are aligned with their long-term service delivery goals.

- **Identify and initiate one major fundraising project per year**

The Foundation continued to advance its flagship Donate for DaNi campaign – an ambitious effort to raise \$4.3 million to fund a surgical robot at Cairns Hospital. Launched in 2024, the appeal has captured strong community and corporate support.

During the 2024–2025 financial year, the Foundation raised in excess of \$1.5 million for the campaign, bringing the total raised to \$3,536,606. With just \$763,394 remaining, the campaign is on track for completion in the 2025–2026 financial year, when the surgical robot is expected to be delivered and operational within the hospital.

This multi-year campaign continues to demonstrate the power of targeted philanthropy and the region’s commitment to ensuring world-class care is available to the Far North Queensland community.

- **Ensure appropriate expenditure management and maximise the strategic benefits of research and education grant funding**

The Foundation continues to demonstrate strong and strategic investment in health research and education. In the 2024–2025 financial year, a total of \$319,775 was awarded, comprising \$284,078 for research grants and \$35,697 for education grants. This reflects year-on-year growth from 2023–2024, where \$263,791 was distributed across research and education initiatives.

These grants are enabling innovation and knowledge-sharing across the region, supporting clinical advancements that have the potential to significantly improve health outcomes for Far North Queensland communities. Funded projects ranged from diabetes care and paediatrics to nanovaccine development, psychiatric drug discovery, and culturally responsive models for First Nations health.

To further strengthen governance and streamline processes, the Foundation successfully implemented the SmartyGrants platform to manage research grant applications and reporting. This investment in digital infrastructure enhances transparency, evaluation, and strategic alignment across all grant-funded activities.

Since 2007, the Foundation has invested over \$2 million into building local research capacity – backing locally led studies that target health issues unique to the Far North.

Commercial revenue – Diversify revenue streams with a focus on sustainable commerciality

- **Maximise operating efficiencies to ensure commercial enterprise profits fund operational expenses in full, now and into the future**

The Foundation continued to expand and streamline its operational initiatives, including two successful cafés, a growing catering service, the Cairns Hospital car park, and over 70 vending machines. Collectively, these commercial enterprises fully covered operational expenses, ensuring that 100 per cent of donations were directed to patient-focused outcomes such as equipment purchases, facility upgrades, research, and education.

In addition to generating revenue, these services provide essential daily support to hospital staff, patients, and visitors – offering convenient access to food, parking, and refreshments across the hospital campus.

For the 2024–2025 financial year, commercial operations significantly outperformed budget expectations:

- **Cafés and catering** generated \$723,543 in profit – 81 per cent above budget
- **Car park** generated \$550,686 – 11 per cent above budget
- **Vending** returned \$95,060 – 8 per cent above budget

Across all business units, net operating profit exceeded targets by **91 per cent**, reinforcing the Foundation’s commitment to sustainable commercial performance. Profitability metrics, including revenue growth, margins, and return on investment, are monitored closely to guide future planning and support long-term health care investment.

- **Ensure that 100 per cent of donations are utilised to fund state-of-the-art equipment, health facility upgrades, research and education grants to provide better healthcare in the community**

Strong commercial performance enabled the Foundation to invest in future capability while ensuring all operational costs were covered independently of fundraising revenue. This allowed 100 per cent of donations to be directed to their intended purpose – supporting state-of-the-art equipment, health facility upgrades, and education and research grants.

- **To investigate viable commercial opportunities**

The Foundation continues to actively pursue and grow viable commercial ventures that support both health outcomes and financial sustainability. The FNQ Foundation Feast catering service, implemented in 2023, has experienced strong year-on-year growth, for 2024–2025 – a 91 per cent increase compared to the previous year.

Since July 2024, more than 645 orders have been processed – 370 more than in the previous year. This highlights strong external demand, particularly from the Cairns corporate sector. Currently, approximately 60 per cent of catering clients are from within CHHHS, with the remainder representing broader community and business partnerships.

The next key commercial growth opportunity is FNQ Fresh Food Vending, launched at Cairns Hospital in October 2024. The Foundation partners with DKS Vending to expand the offering into CHHHS community health centres and the wider Cairns region.

These initiatives reflect a strategic approach to commercial growth, enabling the Foundation to fund its operations independently and direct 100 per cent of donations to health care improvements.

- **Renovations of SeaBreeze and dCafé to increase efficiency and maximise growth opportunities**

The Foundation completed the renovation of dCafé in 2024, delivering the project within budget and to a high standard. Planning is now well underway for the refurbishment of Sea Breeze. These works are designed to ensure legislative compliance, improve food safety standards, and enhance both functionality and customer experience – while also accommodating the growing demand across café, catering, and vending services.

Since reopening, dCafé has seen an increase in average daily revenue of \$1,500. Customer feedback has been overwhelmingly positive, particularly in relation to the updated décor and refreshed menu. The renovation also prioritised alignment with the *A Better Choices* framework, supporting health-focused outcomes and meeting evolving customer expectations.

Philanthropy and fundraising – Enhance philanthropy and fundraising programs

- **Continue to grow major events and introduce new third-party fundraising events to the calendar**

During 2024–2025, the Foundation continued to grow its major events calendar and expand third-party fundraising partnerships, delivering strong financial outcomes and strengthening community engagement. Key events included:

- Donor Dinner, raising \$896,225 for the Donate for DaNi appeal, supported by the impactful display of the Surgical Robot
- QSuper Cardiac Challenge, generating \$326,784 for Cardiac Services, with planning underway for its 20th anniversary and sponsor transition to Australian Retirement Trust
- BDO Arrow Experience, raising \$16,380 in 2025, with strategic planning for its relocation to the Wangetti Trail in 2026 to coincide with Cairns' 150th Anniversary
- Trinity Advisory Christmas Lunch raising \$411,000 for Donate for DaNi
- NuNu Melbourne Cup raising \$120,000 for Donate for DaNi
- Ride for Isabel, raising \$18,178 for the Special Care Nursery, with a post-event review scheduled to assess long-term viability.

In addition to major events, the Foundation benefited from a growing number of third-party fundraising initiatives, including:

- A corporate box raffle donated by Maurice Blackburn, raising \$13,000 for the Special Care Nursery
- A television raffle donated by Hansen Yuncken, raising \$3,770 for Donate for DaNi
- A Spanish mackerel donation from Karumba, generating \$14,000 through community sales and supporting hospital catering over Easter
- Wheelbarrow Race 2025 – Down Under Movers and Shakers, raising \$38,453.

We continue to receive generous support from community-led and CHHHS events such as the Clams Relay and CHHHS Excellence Awards and various golf days. Each contribution plays a vital role in advancing our purpose and expanding our reach.

Major donors such as Kenfrost, Chapman Group and the Richardsons have continued to support the Foundation in achieving its objectives. Extensive media coverage and donor storytelling have further elevated the Foundation's profile, encouraging new third-party

providers to initiate collaborations. With the finalisation of the CRM transition underway, the Foundation is well-positioned to support scalable third-party fundraising and strengthen donor stewardship in the year ahead.

- **Market and promote the bequest and Gifts in Wills program**

During 2024–2025, the Foundation advanced its commitment to growing the Bequest and Gifts in Wills program, with several key deliverables achieved:

- A new Gifts in Wills brochure was developed, designed to support meaningful conversations around legacy giving.
- A dedicated webpage profile was launched, providing clear information and an accessible pathway for supporters to explore bequest options.

In the coming year, the Foundation will recruit a volunteer coordinator to support the distribution of our Gifts in Wills brochures across targeted hospital locations, ensuring improved visibility and accessibility for patients, families and staff. In addition, Foundation staff will be engaging with organisations involved in estate planning and will management, to raise awareness and strengthen pathways for the program.

- **Increase participation in regular payroll giving through direct engagement with all hospital staff**

The Foundation recognises that small regular donations have a cumulative effect and has continued to engage with CHHHS to improve accessibility to payroll giving and help to build a sustainable funding base within the 6000-strong CHHHS workforce. Work is underway in collaboration with CHHHS Human Resources to launch the online form, which will improve accessibility and simplify enrolment. Once live, the Foundation will initiate a targeted internal campaign, supported by staff impact stories, to revitalise participation.

Contributions have declined from \$295 to \$258 per fortnight since the start of the financial year (a 12.5 per cent reduction), highlighting the need for renewed engagement, so the Foundation will make staff engagement and participation growth in ‘payroll giving’ a priority in the next reporting year.

Engagement with TCHHS remains a future focus, ensuring regional alignment and broader visibility across both hospital networks.

- **Develop a Grateful Patient Program to empower patients and increase fundraising opportunities**

During 2024–2025, the Foundation commenced work on a comprehensive business plan to support the development of a Grateful Patient Program. The initiative aims to empower patients, foster clinical collaboration, and create new pathways for philanthropic engagement. Once complete, the business plan will be presented to the CHHHS Chief Executive for consideration. This marks an important first step toward establishing a structured and sustainable program aligned with the Foundation’s mission and strategic goals.

- **Identify and pursue external grant opportunities to fund identified activities**

Over the past year, the Foundation applied for a total of 10 grants, with a 50 per cent success rate. The five successful grants total \$61,202 in funding secured to support key initiatives across our region:

- Mount Emerald Wind Farm – \$15,300 for Omni Vista
- Gambling Community Benefit Fund – \$22,902 for a Chest Compression Device
- Babinda Community Bank – \$15,000 to support Babinda Hospital
- Prince Charles Hospital Foundation – \$3,000 for the Special Care Nursery
- Coco Coal – \$5,000 to enhance our volunteer trolley service.

Learnings from the five unsuccessful application processes strengthened our grant-writing approach and reinforced key relationships with potential funders.

We remain committed to identifying and pursuing grant opportunities that align with our strategic priorities and enhance healthcare outcomes for the Far North Queensland community.

Engagement – Growth of philanthropic engagement with all our stakeholders

- **Maintain and develop relationships and communications with the clinical communities of CHHS and TCHHS to enhance and support philanthropic engagement**

The Foundation has commenced work on a business plan to support the development of a Grateful Patient Program, designed to empower patients and foster deeper engagement with clinical teams. This initiative aligns with the Foundation's broader goal to strengthen relationships and communication with the clinical communities of CHHS and TCHHS, enhancing philanthropic collaboration and creating meaningful pathways for giving. Once complete, the business plan will be presented to the CHHS Chief Executive for consideration, marking an important step toward a structured and sustainable program.

- **Activate our community to become our ambassadors and champions**

Cardiac Challenge and Arrow Experience have provided platforms for supporters to share their personal connections to health care and inspire others to give.

In-kind donors, volunteers and third-party event hosts have increasingly taken on ambassadorial roles – championing the Foundation's purpose through their networks, workplaces and social channels. Notable examples include:

- Karumba community's donation of Spanish mackerel, raising \$14,000 and generating regional media coverage
- Maurice Blackburn's corporate box raffle, raising \$13,000 and amplifying awareness for the Special Care Nursery
- Hansen Yuncken's television donation, supporting the Donate for DaNi campaign and engaging new donor segments.

These contributions reflect a growing sense of ownership and pride among community members, who are helping to extend the Foundation's reach and deepen its impact. Future efforts will focus on formalising ambassador pathways and providing tools to support peer-to-peer fundraising and advocacy.

- **Focus on enhancing our connections, growth and acquisition of corporate partnerships**

During 2024–2025, the Foundation continued to strengthen and expand its corporate partnership portfolio, now supporting seven active partners compared to six in the previous year – a 20 per cent year-on-year increase, consistent with strategic targets. The addition of Danny West Motors reinforces our operational capability, providing in-kind vehicle maintenance support that enhances service delivery while deepening local relationships.

The Foundation remains actively engaged with longstanding partners including:

- Coral Expeditions – Major Prize Sponsor
- Avis – Vehicle Hire Partner
- Lotsa Printing – Print Services Partner
- Star FM – Radio Media Partner
- City Life Magazine – Proposed Print Media Partner (awaiting CEO approval)
- Ergon Energy – Volunteer Uniforms

These partnerships have contributed tangible support across events, promotions, logistics, and fundraising outcomes. Through storytelling, regular reporting, and mission alignment, we have continued to foster mutual value and maintain strong engagement with our sponsors.

In alignment with this strategy, the Foundation is preparing to deliver annual impact reports to all corporate partners, outlining their contributions, visibility outcomes, and shared achievements over the financial year. This approach reflects our commitment to stewardship, transparency, and partnership sustainability.

Region and community focus – Maintain, improve and further develop the Volunteer Program throughout the CHHS and TCHHS

- **Improve engagement with, and support for, existing Friends of the Foundation network across TCHHS and CHHS**

Engagement with FoFs has improved this year as the Volunteer Coordinator has proactively engaged to build closer relationships across the region, which is providing a deeper understanding of each FoF’s individual needs and enabling targeted support.

Community visibility of the FoF yearly events has increased with a designated section on the Far North Queensland Hospital Foundation website.

Regular Facebook posts are published on the Far North Queensland Hospital Foundation page to highlight FoF events and achievements.

- **Support the Friends of the Foundation (FoF) network to grow their membership and number of volunteers to assist with fundraising activities, events and hospital-based delivery of support services**

Increased events from some of the FoF groups has resulted in younger community members joining as volunteers, in turn growing their membership base.

The Foundation has assisted with facilitating FoF engagement at the local level, including:

- A new electric hospital trolley which will help support the Atherton FoF to continue their in-hospital trolley service.

- Collaborative support provided by the Volunteer Coordinator has enabled an agreement to be reached for the Gordonvale FoF storage shed relocation.
- With Foundation support, a project has been identified which has improved morale of the Herberton FoF members.

Collectively, over 2024/2025 financial year, the FoF groups raised \$584,045 for regional health care – helping to deliver impact closer to home and directly supporting their local communities.

- **Increase diversity of volunteers**

Diversity of the Foundation’s volunteers has increased immensely, especially in the core Cairns Hospital volunteer area.

A shift in age has been noticeable during the reporting period, with several 30–50-year-old volunteers joining the Foundation to provide support to patients and families.

Cultural diversity has improved, with new volunteers onboarded with Indigenous, Japanese, Chinese and Arabic backgrounds.

An increase in Volunteer numbers has also been noted. The number of new Volunteers inducted from January 2025 to June 2025 has doubled in comparison to last year.

Currently, approximately 70 Cairns Hospital Volunteers cover 90 hospital shifts per week, making a significant economic impact for the Cairns and Hinterland Hospital and Health Service and the broader community.

- **Ensure best practice with our volunteers across the region**

In October 2024, the Foundation facilitated a FoF Forum addressing best practices and covering topics such as banking, Blue Card requirements, Workplace Health and Safety (including incident reporting) and media and communications.

Inductions for new volunteers include Queensland Health Values, the Code of Conduct, volunteer roles and responsibilities, volunteer safety precautions, duress alarms, evacuation plans, emergency code information, hospital rules and regulations, infection control and a mandatory occupation violence video. The improved onboarding is designed to support volunteer safety and understanding of their working environment and responsibilities. Feedback to date has been positive.

Culture and accountability – Through ethical purpose delivery, fundraising and governance, we build stronger trust with our community, our people and our stakeholders

• Ensure external audit and all legislative compliance obligations are met

The Foundation has continued to meet all legislative and external audit obligations. The Board remained focused on transparent governance and ongoing compliance improvements and has improved the organisation’s risk culture over the past year.

• Protect and enhance our natural environment

The Containers for Change initiative continues to deliver dual impact – supporting environmental sustainability while generating modest but meaningful fundraising returns for the Foundation.

In 2024–2025, the program expanded beyond its hospital-based origins to include new sites across both clinical and corporate locations. New recycling collection bin locations were added at BDO Cairns, the Care Coordinator Centre, Grafton Street, the Diabetes Centre in North Cairns, and the GHD Building on Spence Street.

By the end of June 2025, a total of 55 collection bins were in operation:

- Cairns Hospital – 42 bins
- Care Coordinator Centre – 6 bins
- GHD Building – 4 bins
- Grafton Street – 1 bin
- BDO Cairns – 1 bin
- Diabetes Centre – 1 bin.

The initiative continues to gain momentum. In 2024–2025, the Foundation collected a total of 4,746.4 kilograms of eligible containers – a significant increase on the 1,860.5 kilograms collected the previous year. Notable increases occurred at both Cairns Hospital and Cooktown, with new contributions from the general public and corporate sites.

This growth reflects our commitment to embedding sustainability into everyday operations while also diversifying fundraising streams. The increased footprint enhances visibility, accessibility, and community engagement. While the financial return remains modest, the program strengthens the Foundation’s environmental credentials and provides a scalable platform for future impact.

• Encourage all staff and volunteers to embody the Vision, Purpose and Values of FNQHF

The Foundation embedded its Vision, Purpose and Values in team briefings, donor communications and campaign materials. Work is ongoing to humanise these principles in all outreach.

• Investment in the right people, positions and skills to achieve our goals

The Foundation continues to prioritise investment in its people as a critical enabler of strategic success. Over the 2024–2025 financial year, the team grew from 28 to 31 staff, reflecting our commitment to scaling capacity in response to operational growth and increased community impact.

Training and development remained a strong focus, with staff encouraged to pursue learning opportunities relevant to their roles and professional aspirations. These efforts

support both performance and retention, while also fostering a culture of continuous improvement.

Celebrating team and individual success is an important part of our culture. Whether recognising long service, milestone achievements, or campaign wins, we continue to build a supportive and values-led workplace where people feel proud to contribute.

These investments ensure the Foundation is equipped with the skills, talent and mindset needed to grow responsibly and deliver superior health care outcomes for Far North Queensland.

Financial performance

Financial summary

The Foundation posted a positive operating result of \$2.71 million (2024 was \$2.07 million).

Revenue continues to increase year-on-year, with the 2025 result of \$9.16 million representing an improvement of 13 per cent (2024, \$8.12 million). The revenue uplift was substantially attributable to the success of the Foundation's social enterprises consisting of two cafes, car park operation and vending machines collectively contributing \$4.99 million (2024, \$4.22 million). In addition, several local businesses contributed in kind labour and materials to the office renovation in the amount of \$0.21 million (2024 nil). Unutilised funds were held in a high interest-bearing account which contributed \$0.42 million additional earnings (2024, \$0.33 million).

Fundraising continues to be very successful and a significant component of overall revenue - \$3.53 million (2024 \$3.55 million). The Friends of the Foundation continue to work tirelessly, and the Foundation's major Donate for DaNi campaign will reach its \$4.3 million target in the coming year.

The Foundation has been working diligently on containing costs to \$6.45 million (2024, \$6.06 million), a year-on-year increase of 6 per cent. This cost escalation is a significantly lower increase than the corresponding revenue.

The café margins remained steady in a challenging environment, with a gross margin of 60 per cent (60 per cent in 2024). Fundraising and marketing expenditure decreased slightly year-on-year to \$0.34 million (2024 was \$0.36 million) due to the careful management of resources. Employment expenses have increased by 12 per cent to \$2.55 million (2024, \$2.28 million) as the Foundation continues to engage highly experienced and professional staff.

Grants and subsidies of \$1.2 million have enabled the Foundation to continue to provide much-needed support to the Hospital and Health Services in Far North Queensland (\$1.4 million dispensed in 2024).

The balance sheet remains strong with significant cash reserves of \$10.18 million (2024 \$7.88 million). The Foundation's current major fundraising event, Donate for DaNi, is close to reaching its \$4.3 million target with expenditure planned for 2026 in collaboration with Cairns and Hinterland Hospital and Health Service. Additionally, the Cancer Care Hub will see expenditure of \$1.5 million in 2026.

Property, plant and equipment expenditure has resulted a significant increase with the renovation of the office providing a professional workspace for staff and volunteers to undertake their work. Of the total renovation cost of \$0.37 million, \$0.21 million was provided as in-kind donations by local trades and businesses.

The auditor's opinion of the financial report states that the financial report gives a true and fair view of the entity's financial position as at 30 June 2025 and complies with the; *Financial Accountability Act 2009*, the Financial and performance management Standard 2019, the Australian Charities and Not-for-profits Commission Regulation 2022 and the Australian Accounting Standards. There are no significant events post balance date that would impact the financial performance in 2026.

**Far North Queensland Hospital Foundation
(ABN: 42 980 569 986)**

**Financial Statements
for the year ended 30 June 2025**

**Far North Queensland Hospital Foundation
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For the year ended 30 June 2025**

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Abbreviations

ATO	Australian Taxation Office
CHHS	Cairns and Hinterland Hospital and Health Service
FBT	Fringe Benefits Tax
GST	Goods and Services Tax

Far North Queensland Hospital Foundation
Statement of Income and Accumulated Surpluses
For the Year Ended 30 June 2025

	Note	2025 \$	2024 \$
Income from continuing operations			
Revenue from sale of goods and services	2	4,988,875	4,220,001
Revenue from fundraising	2	3,527,325	3,552,439
Interest income		423,181	330,237
Other income	3	223,715	19,058
Total income from continuing operations		9,163,098	8,121,735
Expenses from continuing operations			
Cost of sales	4	1,613,586	1,326,500
Fundraising and marketing expenses	5	343,010	360,271
Depreciation	12	96,083	113,574
Grants and subsidies	8	1,197,143	1,389,025
Employee expenses	6	2,546,948	2,282,521
Supplies and services	7	651,622	584,038
Total expenses from continuing operations		6,448,393	6,055,929
Operating result for the year from continuing operations		2,714,705	2,065,806
Plus: Accumulated surpluses at the beginning of the financial year		7,325,101	5,259,295
Accumulated surpluses at the end of the financial year		10,039,806	7,325,101

The accompanying notes form part of these statements

Far North Queensland Hospital Foundation

Statement of Financial Position

As at 30 June 2025

	Note	2025 \$	2024 \$
Current assets			
Cash and cash equivalents	9	10,180,645	7,875,337
Receivables	10	96,481	102,324
Inventories	11	33,800	32,728
Other current assets		62,270	57,005
Total current assets		10,373,196	8,067,394
Non-current assets			
Property, plant, and equipment	12	748,956	366,509
Total non-current assets		748,956	366,509
Total assets		11,122,152	8,433,903
Current liabilities			
Payables	14	882,611	890,628
Accrued employee benefits	15	135,681	110,697
Contract liabilities	16	47,237	102,816
Total current liabilities		1,065,529	1,104,141
Non-current liabilities			
Accrued employee benefits	15	16,818	4,661
Total non-current liabilities		16,818	4,661
Total liabilities		1,082,325	1,108,802
Net assets		10,039,805	7,325,101
Equity			
Accumulated surplus		10,039,805	7,325,101
Total equity		10,039,805	7,325,101

The accompanying notes form part of these statements

Far North Queensland Hospital Foundation

Statement of Cash Flows

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
<i>Inflows:</i>			
Cash receipts from ordinary operations		8,268,904	7,321,058
Interest received		423,181	330,237
GST input tax credits from ATO		204,609	446,492
<i>Outflows:</i>			
Employee expenses		2,542,660	(2,253,305)
Other supplies and services		2,087,935	(2,012,148)
Grants	8	1,197,143	(1,389,025)
GST paid to suppliers		487,726	(211,323)
CHHHS trust funds utilised	18	8,215	(44,440)
Net cash provided by/ (used in) operating activities		<u>2,573,016</u>	<u>2,187,546</u>
Cash flows from investing activities			
Payments for property, plant, and equipment	12	(267,707)	(247,293)
Net cash from investing activities		<u>(267,707)</u>	<u>(247,293)</u>
Net increase/(decrease) in cash and cash equivalents		<u>2,305,308</u>	<u>1,940,253</u>
Cash and cash equivalents – beginning of financial year	9	<u>7,875,337</u>	<u>5,935,084</u>
Cash and cash equivalents – end of financial year	9	<u>10,180,645</u>	<u>7,875,337</u>

The accompanying notes form part of these statements

Far North Queensland Hospital Foundation

Notes to the Financial Statements

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Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1 Basis of financial statement preparation

(a) General information about the reporting entity

Far North Queensland Hospital Foundation (the "Foundation") is a Hospital Foundation established on 21 March 1997 under the *Hospital Foundations Act 2018* and is a statutory body domiciled in Australia. The Foundation does not control other entities. The financial statements are for the Foundation as an individual entity.

The Foundation is a not-for-profit entity and is controlled by the State of Queensland. The head office and principal place of business of the Foundation is Ground Floor, Block E, Corner Grove and Digger Streets, Cairns QLD 4870.

The principal activities of the Foundation are to fund the purchase of state-of-the-art equipment and establishment of first-class health related facilities; assist in the establishment of Far North Queensland as a centre of excellence in health services by funding, supporting, and encouraging education and research; and provide support services for the patients and staff.

For information in relation to the Foundation's financial statements please call (07) 4226 6634, email ceo@fnqhf.org.au or visit the Foundation's website www.fnqhf.org.au

(b) Authorisation of financial statements for issue

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

(c) Compliance with prescribed requirements

The financial statements have been prepared in compliance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the *Australian Charities and Not-for-profits Commission Act 2012*.

These general-purpose financial statements are prepared in accordance with the disclosure requirements of Australian Accounting Standards – Simplified Disclosures. The financial statements comply with the recognition and measurement requirements of all Australian Accounting Standards and Interpretations applicable to not-for-profit entities, and the presentation requirements in those standards as modified by AASB 1060.

(d) Underlying measurement basis

The financial statements are prepared on an accrual basis, except for the statement of cash flows which is prepared on a cash basis.

The historical cost convention is used as the measurement basis.

(e) Presentation matters

Currency and rounding – Amounts included in the financial statements are in Australian dollars and are rounded to the nearest dollar.

Comparatives - Comparative information reflects the audited 2023-2024 financial statements.

Current / non-current classification - Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Foundation does not have the right to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as non-current.

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

(f) Taxation

The Foundation is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*. FBT and GST are the only taxes accounted for by the Foundation. GST credits receivable from and GST payable to the ATO are recognised.

(g) Key accounting estimates and judgements

In preparing these financial statements, management has made key accounting estimates and judgements.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

The most significant effect on the amounts recognised in the financial statements is included in the following notes:

- Note 10 – Receivables
- Note 12 – Property, plant and equipment and depreciation expense
- Note 15 – Accrued employee benefits

Management is not aware of any assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year.

(h) New and revised accounting standards

The Foundation has adopted all standards which became effective for the first time at 1 July 2024, the adoption of these standards has not caused any material adjustments to the reported financial position, performance or cash flow of the Foundation.

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 2 Revenue

Revenue from sale of goods and services

<u>Revenue under AASB 15</u>	2025	2024
	\$	\$
Café	3,957,976	3,341,019
Car park	814,615	753,543
Vending machines	216,284	125,439
Total	<u>4,988,875</u>	<u>4,220,001</u>

Revenue from fundraising

<u>Revenue under AASB 1058</u>	2025	2024
	\$	\$
Fundraising for general purposes	1,879,948	1,867,932
Fundraising for specific purposes	799,003	784,891
Auction sales	410,879	385,365
Volunteer service	117,251	88,486
Art unions	97,064	131,701
Bequests	35,311	20,000
Grants	3,000	66,211
Sponsorships	93,831	116,695
Other miscellaneous fundraising	9,252	8,475
	<u>3,445,539</u>	<u>3,469,756</u>

Revenue under AASB 15

Entrant / nominee fees	81,786	82,683
Total	<u>3,527,325</u>	<u>3,552,439</u>

Accounting policy

Disaggregation of revenue from fundraising

In the table above, revenue from fundraising is disaggregated by major sources/types of income. All income from fundraising derives from one geographical region – Far North Queensland.

Performance obligations and revenue recognition policies

Revenue from fundraising is accounted for under AASB 15 where the income arises from an agreement which is enforceable and contains sufficiently specific performance obligations. As such, the revenue is recognised when each performance obligation is satisfied. The performance obligations are varied based on the requirements under the relevant funding agreements, donation conditions or fundraising purpose. Cash is generally received upfront. Each performance obligation is considered to ensure that the recognition of revenue reflects the transfer of control.

Where the amount received is not enforceable or does not have sufficiently specific performance obligations the transaction will be accounted for under AASB 1058. For those amounts, the timing of income recognition under AASB 1058 is on receipt unless the transaction gives rise to a contract liability or other performance obligation at the time of receipt.

Distribution of grants

Where there is a present obligation under a funding agreement, the Foundation recognises an expense.

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 3 Other income

	2025	2024
	\$	\$
ATM commissions	9,676	10,898
Miscellaneous income	3,216	8,160
Non cash contribution	210,823	-
Total	223,715	19,058

Note 4 Cost of sales

	2025	2024
	\$	\$
Café	1,613,586	1,326,500
Total	1,613,586	1,326,500

Note 5 Fundraising and marketing expenses

	2025	2024
	\$	\$
Fundraising	299,191	316,450
Volunteer service	43,819	43,821
Total	343,010	360,271

Note 6 Employee expenses

	2025	2024
	\$	\$
Employee benefits		
Wages and salaries	2,107,034	1,854,947
Annual and long service leave expense	83,983	80,859
Employer superannuation contributions	248,703	212,289
Termination benefits	7,369	18,600
Other employee benefits	29,366	25,933
Employee related expenses		
Workers' compensation premium	20,086	15,560
Other employee related expenses	50,407	74,333
Total	2,546,948	2,282,521

	2025	2024
Number of Employees:	31	28

The number of employees as of 30 June is measured on a full-time equivalent basis.

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Accounting policy

Workers' compensation insurance

Workers' compensation insurance is a consequence of employing employees but is not counted in an employee's total remuneration package. It is an employee benefit but is recognised separately as employee related expenses.

Employer superannuation contributions

Superannuation benefits are provided through either defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government division of the Australian Retirement Trust), in accordance with employees' conditions of employment and employee instructions as to superannuation plans (where applicable).

Defined contribution plans – Employer contributions are based on rates specified under conditions of employment. The Foundation's contributions are expensed when they become payable at each fortnightly pay period.

Defined benefit plan – The liability for the Queensland Government's defined benefit obligations is held on a whole-of-government basis. Employer contributions to the defined benefit plan is based on rates determined on the advice of the State Actuary. The Foundation's contributions are expensed when they become payable at each fortnightly pay period. The Foundation's obligations to the defined benefit plan is limited to those contributions paid.

Other employee benefits – sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Termination benefits

Termination benefits expense represent cash payments made to employees who accepted voluntary redundancies during the year.

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 7 Supplies and services

	2025	2024
	\$	\$
Audit fees	15,000	11,504
Banking and merchant fees	105,213	71,515
Cleaning	68,104	71,956
Communications	9,692	9,919
Computer expenses	197,564	163,652
Consultants and contractors	33,770	38,390
Fees and permits	12,536	13,575
Insurance	56,052	51,813
Motor vehicle expenses	2,437	3,255
Printing and stationery	32,523	16,457
Repairs and maintenance	66,546	89,047
Staff parking cards	9,608	7,571
Security	4,485	4,662
Other supplies and services	38,092	30,722
Total	<u>651,622</u>	<u>584,038</u>

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Accounting policy

Insurance

The Foundation's property, plant and equipment and other risks are insured and premiums are being paid on a risk assessment basis. In addition, the Foundation pays premiums to Work Cover Queensland in respect of its obligations for employee compensation.

Note 8 Grants and subsidies

	2025	2024
	\$	\$
Cairns and Hinterland Hospital and Health Service		
Aged Care	72,745	14,090
Atherton Hospital (Friends of the Foundation)	101,385	278,093
Breathe Easy	165	3,150
Cairns Hospital	370,082	409,634
CHHHS Excellence	15,218	19,759
Cairns Ultrasound	3,290	2,314
Cancer Care	-	370
Cardiology	145,103	704
Chillagoe Hospital	-	3,507
Coronary care	31,715	38,152
Cow Bay Primary Health Centre (Friends of the Foundation)	2,123	-
Diabetes	3,968	15,706
Emergency medicine	4,428	14,677
Gordonvale Hospital (Friends of the Foundation)	10,610	6194
Herberton (Friends of the Foundation)	463	11,487
Innisfail Hospital (Friends of the Foundation)	47,360	52,527
Intensive care	27,052	49,582
Liz Plumber Cancer Centre	900	1,356
Mareeba Hospital (Friends of the Foundation)	134,828	40,311
Medicine	18,004	8,462
Medical Research	117	2,795
Med 4 Clinics	637	2,449
Mossman Hospital	4,125	5,528
Mossman Hospital (Friends of the Foundation)	43,476	158,632
Oncology	2,843	56,546
Paediatrics	9,887	25,691
Professional development and training	32,775	22,119
Research	92,551	114,378
Sundry	1,744	-
Tully Hospital (Friends of the Foundation)	14,798	10,123
Torres and Cape Hospital and Health Service		
Cooktown Hospital (Friends of the Foundation)	-	20,054
Georgetown FOF	3,640	-
Weipa Hospital	1,111	635
Total	1,197,143	1,389,025

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 9 Cash and cash equivalents

	2025 \$	2024 \$
Cash on hand	8,184	7,809
Cash at bank	614,626	319,297
QTC cash funds	9,557,835	7,548,231
Total	<u>10,180,645</u>	<u>7,875,337</u>

Cash and cash equivalents include cash on hand and deposits held at call with financial institutions.

Restricted cash

The Foundation collects fundraising receipts for specific purposes that can only be spent on approved items relating to those purposes. As such, these funds are restricted and cannot be used for any other purpose. The amounts below are within the balance of cash and cash equivalents.

The Foundation also holds Cairns and Hinterland HHS funds.

	2025 \$	2024 \$
Cairns and Hinterland HHS funds	418,205	424,398
Other restricted cash	599,631	598,124
Research, Education Grants and Sponsorship commitments	344,026	290,324
Total	<u>1,361,862</u>	<u>1,312,846</u>

Note 10 Receivables

	2025 \$	2024 \$
Trade debtors	73,468	101,725
Other Receivables	23,013	599
Total	<u>96,481</u>	<u>102,324</u>

Accounting policy

Trade debtors are recognised at the nominal amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment where necessary. There has been no provision for impairment as at 30 June 2025 (2024: nil) as all receivables are deemed collectable.

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Notes to the Financial Statements

For the year ended 30 June 2025

Note 11 Inventories

	2025 \$	2024 \$
Café	33,800	26,105
Car parking cards	0	6,623
Total	33,800	32,728

Accounting policy

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out principle, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business.

Note 12 Property, plant and equipment and depreciation expense

Reconciliation of carrying amount

	Leasehold improvements \$	Furniture and fittings \$	Plant and equipment \$	Motor vehicle \$	Total \$
Cost					
Balance at 1 July 2023	710,666	101,244	365,212	67,029	1,244,151
Additions	34,254	52,957	120,584	39,914	247,709
Disposals	-	-	-7,601	-32,120	-39,721
Balance at 30 June 2024	744,920	154,201	478,195	74,823	1,452,139
Balance at 1 July 2024	744,920	154,201	478,195	74,823	1,452,139
Additions	395,508	29,468	54,137	-	479,113
Disposals	-	-	(1,095)	-	(1,095)
Balance at 30 June 2025	1,140,428	183,670	531,237	74,823	1,930,157
Accumulated Depreciation					
Balance at 1 July 2023	(624,105)	(64,925)	(272,896)	(49,435)	(1,011,361)
Writeback	-	-	7,186	32,119	39,305
Depreciation for the year	(60,957)	(6,903)	(34,917)	(10,797)	(113,574)
Balance at 30 June 2024	(685,062)	(71,828)	(300,627)	(28,113)	(1,085,630)
Balance at 1 July 2024	(685,062)	(71,828)	(300,627)	(28,113)	(1,085,630)
Writeback	-	-	512	-	512
Depreciation for the year	(24,337)	(9,756)	(50,766)	(11,223)	(96,083)
Balance at 30 June 2025	(709,401)	(81,582)	(350,881)	(39,336)	(1,181,713)
Carrying amounts					
At 30 June 2024	59,858	82,373	177,568	46,710	366,509
At 30 June 2025	431,028	102,088	180,356	35,486	748,956

Accounting policy

Items of property, plant, and equipment with a cost or other value equal to more than \$500, and with a useful life of more than one year, are recognised at acquisition.

Actual cost is used for the initial recording of all non-current physical asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

other costs incurred in getting the assets ready for use, such as architects' fees and engineering design fees. However, any training costs are expensed as incurred.

Property, plant, and equipment is measured at cost net of accumulated depreciation and any impairment in accordance with Queensland Treasury Non-Current Asset Policies for the Queensland Public Sector.

Plant and equipment

The Foundation has plant and equipment with a written down value of nil still being used in the provision of services. Most of the items identified were equipment assets used in connection with café operations.

Replacement of other fully depreciated plant and equipment assets will be dependent on age, condition, and funding availability.

There are no plant and equipment assets identified as idle or restricted in use.

Impairment of non-current assets

All non-current assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the Foundation determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income and Accumulated Surpluses.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income.

Estimation of useful lives of assets

The useful lives could change significantly because of technical innovations or some other event. The depreciation charge will increase where the useful lives are less than previously estimated, or technically obsolete. Non-strategic assets that have been abandoned or sold will be written off or written down.

Property, plant, and equipment is depreciated on a straight-line basis over its estimated useful life.

Any expenditure that increases the capacity or service potential of an asset and major components purchased specifically for particular assets are capitalised and depreciated over the remaining useful life of the asset to which they relate.

Depreciation rates used for each asset class are as follows:

Class	Depreciation rates used	Useful lives
Leasehold improvements	10%	10 years
Plant and equipment	10% – 25%	4 – 10 years
Furniture and fittings	7.5%	13.33 years
Motor vehicles	15%	6.67 years

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 13 Leases

Foundation as lessee

At inception of a contract, the Foundation assesses whether the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Foundation where the Foundation is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets continue to be recognised as an operating expense on a straight-line basis over the term of the lease. Office printers are the only assets under lease arrangements and have been classified as low value assets.

Concessionary Leases

For leases that have significantly below-market terms and conditions principally to enable the Foundation to further its objectives (commonly known as peppercorn/concessionary leases), the Foundation has elected to apply the option available under AASB 16.25.1 and measures the right of use assets at cost on initial recognition. The Foundation has the following concessionary lease arrangements:

Car Park Lease

The Car Park is located at the Cairns Hospital and leased from the Cairns and Hinterland Hospital and Health Service. The current lease is a 5-year term commencing on 27 November 2024, with 1 x 5 years option to extend. The rent payable is \$1.10 (GST-inclusive) per annum.

Office Lease

The Foundations office is located on the ground floor of Bock E Building at the Cairns Hospital. It is leased from the Cairns and Hinterland Hospital and Health Service. The current lease is a 5-year term commencing on 27 November 2024 with 1 x 5 years option to extend. The rent payable is \$1.10 (GST-inclusive) per annum.

Note 14 Payables

	2025	2024
	\$	\$
Credit Card liabilities	4,026	-
Trade and other payables	298,233	266,188
Accrued wages	9,569	86,509
Accrued expenses	14,350	23,882
Cairns and Hinterland HHS funds held in trust	418,205	424,398
Goods and Services Tax	62,307	44,831
Pay as you go withholding	43,903	25,339
Superannuation payable	32,018	19,481
Total	882,611	890,628

Accounting policy

These amounts represent liabilities for goods and services provided to the Foundation prior to the end of the financial year and which are unpaid. Due to their short-term nature, they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 - 60 days of recognition.

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

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Note 15 Accrued employee benefits

	2025 \$	2024 \$
<i>Current</i>		
Annual leave	86,536	66,978
Long service leave	49,145	43,719
Total	135,681	110,697
<i>Non-current</i>		
Long service leave	16,818	4,661
Total	16,818	4,661

Accounting policy

Other long-term employee benefits – annual and long service leave

Annual leave and long service leave liabilities are classified and measured as other long-term employee benefits as the Foundation does not expect to wholly settle all such liabilities within the 12 months following reporting date.

Other long-term employee benefits are presented as current liabilities where the Foundation does not have an unconditional right to defer payment for at least 12 months after the end of the reporting period.

Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments consider anticipated future wage/salary levels, expected employee departures and periods of ineligible service. These are discounted using market yields on Australian government bond rates at the end of the reporting period that coincide with the expected timing of estimated future payments.

All directly associated on-costs (e.g., employer superannuation contributions, payroll tax and workers' compensation insurance) are also recognised as liabilities, where these on-costs are material.

Termination benefits are recognised as an expense when the Foundation is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits because of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Foundation has made an offer encouraging voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than 12 months after the reporting period, then they are discounted to their present value.

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Notes to the Financial Statements

For the year ended 30 June 2025

Note 16 Contract Liabilities

	2025 \$	2024 \$
Parking cards	0	49,404
Event entry fees	47,237	53,412
Total	47,237	102,816

Accounting policy

When an amount of consideration is received from a customer prior to the Foundation transferring a good or service to the customer, the Foundation presents the amount as a contract liability.

Note 17 Key management personnel disclosures

Details of key management personnel (KMP)

The following details for non-Ministerial key management personnel include those Foundation positions that had authority and responsibility for planning, directing, and controlling the activities of the Foundation during 2024-25 and 2023-24. Further information about these positions can be found in the body of the Foundation's Annual Report under the section relating to Executive Management.

Position	Position responsibility
Board of Directors <ul style="list-style-type: none"> • Dr Kenneth Chapman (Chairman) • Ms Patricia Bailey • Ms Robyn Boundy (deceased) • Mrs Danae Jones • Professor William McBride • Ms Joanne Parisi • Mrs Jodi Peters (Cairns and Hinterland Hospital and Health Service Board Chairperson's nominee) • Dr Edward Strivens • Mrs Lisa Whitton 	The strategic leadership, guidance, and effective oversight of the management of the Foundation, including its operational and financial performance.
Chief Executive Officer <ul style="list-style-type: none"> • Mrs Gina Hogan 	Responsible for the strategic leadership and direction of the Foundation.

KMP remuneration policies

No board members received or were entitled to receive any fees or other benefits during the year.

Remuneration and other terms of employment for the Foundation's other KMP are specified in employment contracts. The contracts provide for the provision of performance-related cash payments and other benefits including motor vehicles. Remuneration expenses for these KMP comprises the following components:

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Short term employee expenses which include:

- salaries and allowances expensed and leave entitlements earned for the entire year, or for that part of the year during which the employee occupied the specified position.
- performance payments recognised as an expense during the year.
- non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Long term employee expenses – long service leave entitlements expensed for the entire year, or for that part of the year during which the employee occupied the specified position.

Post-employment expenses - superannuation contributions; and

Termination benefits – include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

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

Remuneration expenses

2025

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses	Non-monetary expenses				
	\$	\$	\$	\$	\$	\$
Chief Executive Officer	207,556	-	9,109	23,725	-	240,390

2024

Position	Short-term employee expenses		Long-term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses	Non-monetary expenses				
	\$	\$	\$	\$	\$	\$
Chief Executive Officer	189,471	-	6,204	22,129	-	217,804

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

Performance payments

No KMP remuneration packages provide for performance or bonus payments except for the following position:

Position	Summary of basis for entitlement and assessment process	Expensed in 2024-25		Expensed in 2023-24	
		Date paid	Amount \$	Date paid	Amount \$
Chief Executive Officer	Performance based approved by Board	-	-	Sept 2023	12,019

Note 18 Related party transactions

Loans to directors

The Foundation does not have any loans with KMP.

Transactions with key management personnel

KMP may have used the Foundation managed car park or made purchases from the Foundation managed cafés during the year. All such transactions were conducted on an arm's-length basis and on normal commercial terms.

Professor William McBride commenced a voluntary adjunct appointment role on 9 January 2021 and Dr Edward Strivens holds a voluntary adjunct appointment role with James Cook University. James Cook University is the beneficiary of research grant funding of \$44,722 in the 2025 financial year (2024: \$88,410). All grants are awarded on a competitive arm's-length basis.

Mrs Danae Jones is Publisher at CityLife Media which provided advertising services to the Foundation for which they were paid \$4,209 in the 2025 financial year (2024: \$2,200). These services are provided on a normal arm's-length basis.

Apart from the details disclosed in this note, no member of the Board has entered into a material contract with the Foundation since the end of the previous financial year and there were no material contracts involving members' interests subsisting at year-end.

KMPs from time to time provide donations and sponsorship to the Foundation on the same basis as the public and are not individually disclosed.

Transactions with related entity

Transactions with Cairns and Hinterland Hospital and Health Service (CHHHS):

There were no funds received to this fund (2024: \$11,200) to manage on behalf of the CHHHS. The amounts previously received have been recognised as a liability as the Foundation has an obligation to spend these funds in line with a Memorandum of Understanding entered with the CHHHS. During the year, the Foundation has made approved purchases with these funds totalling \$6,192 (2024: \$44,440). These purchases have been recognised in the financial statements as a reduction in the liability raised and not as a distribution of grant funds in Note 8, and therefore the CHHHS funds do not appear in note 8. The remaining liability is shown in Note 14.

During the year, the Foundation provided a volunteer service to the Cairns Hospital. This involves the recruiting, coordination, and management of a team of volunteers, which provides various services to the hospital and is in line with the objects of the Foundation. The hospital contributed \$78,490 (2024:

Far North Queensland Hospital Foundation

Notes to the Financial Statements

For the year ended 30 June 2025

\$55,636) towards the Foundation's costs in this regard. In addition, the Cairns Hospital received significant benefits by way of equipment donated and benefits sponsored by the Foundation during the year (in accordance with the objects of the Foundation).

The Foundation also has two leases with CHHS for a nominal (concessional) fee.

Note 19 Auditors' remuneration

	2025	2024
	\$	\$
Remuneration of the auditor for		
Auditing the financial statements	14,350	13,650
Total	<u>14,350</u>	<u>13,650</u>

Note 20 Contingent Liabilities

The Foundation has no known material contingent liabilities at reporting date.

Note 21 Events occurring after balance date

The Foundation has no known material events occurring after balance date.

Management Certificate of Far North Queensland Hospital Foundation

These general-purpose financial statements have been prepared pursuant to s.62(1)(a) of the *Financial Accountability Act 2009* (the Act), s.39 of the *Financial and Performance Management Standard 2019*, the *Australian Charities and Not-for-profits Commission Act 2012 and Regulation 2022* and other prescribed requirements. In accordance with s.62(1)(b) of the Act and s.60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2022*, we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards and the *Australian Charities and Not-for-profits Commission Act 2012*, the transactions of Far North Queensland Hospital Foundation for the financial year ended 30 June 2025 and of the financial position of the Foundation at the end of that year; and
- c) we acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.
- d) there are reasonable grounds to believe Far North Queensland Hospital Foundation will be able to pay all of its debts as and when they become due and payable.



Ken Chapman
Chairman
Far North Queensland Hospital Foundation

26 / 08 / 2025



Gina Hogan
Chief Executive Officer
Far North Queensland Hospital Foundation

26 / 08 / 2025

INDEPENDENT AUDITOR'S REPORT

To the Board of Far North Queensland Hospital Foundation

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Far North Queensland Hospital Foundation.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2025, and its financial performance for the year then ended; and
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulations 2022 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of material accounting policies, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including independence standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

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

Responsibilities of the entity for the financial report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019, the *Australian Charities and Not-for-profits Commission Act 2012*, the Australian Charities and Not-for-profits Commission Regulations 2022 and Australian Accounting Standards, and for such internal control as the [Board] determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Board is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

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

Prescribed requirements scope

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



D J Toma
as delegate of the Auditor-General

28 August 2025
Queensland Audit Office
Brisbane

Appendices

Appendix 1 - Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> • A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	4
Accessibility	<ul style="list-style-type: none"> • Table of contents • Glossary 	ARRs – section 9.1	5
	<ul style="list-style-type: none"> • Public availability 	ARRs – section 9.2	3
	<ul style="list-style-type: none"> • Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARR – section 9.3	3
	<ul style="list-style-type: none"> • Copyright notice 	<i>Copyright Act 1968</i> ARR – section 9.4	3
	<ul style="list-style-type: none"> • Information Licensing 	<i>QGEA – Information Licensing</i> ARR – section 9.5	3
General information	<ul style="list-style-type: none"> • Introductory Information 	ARRs – section 10	10
Non-financial performance	<ul style="list-style-type: none"> • Government’s objectives for the community and whole-of-government plans/specific initiatives 	ARRs – section 11.1	11
	<ul style="list-style-type: none"> • Agency objectives and performance indicators 	ARRs – section 11.2	27
	<ul style="list-style-type: none"> • Agency service areas and service standards 	ARRs – section 11.3	N/A
Financial performance	<ul style="list-style-type: none"> • Summary of financial performance 	ARRs – section 12.1	38
	<ul style="list-style-type: none"> • Organisational structure 	ARRs – section 13.1	20
	<ul style="list-style-type: none"> • Executive management 	ARRs – section 13.2	19

Governance – management and structure	• Government bodies (statutory bodies and other entities)	ARRs – section 13.3	17
	• Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	22
	• Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	22
	• Queensland public service values	ARRs – section 13.6	22
Governance – risk management and accountability	• Risk management	ARRs – section 14.1	21
	• Audit committee	ARRs – section 14.2	18
	• Internal audit	ARRs – section 14.3	21
	• External scrutiny	ARRs – section 14.4	21
	• Information systems and recordkeeping	ARRs – section 14.5	21
	• Information Security attestation	ARRs – section 14.6	N/A
Governance – human resources	• Strategic workforce planning and performance	ARRs – section 15.1	20
	• Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	20
Open Data	• Statement advising publication of information	ARRs – section 16	22
	• Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	• Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
	• Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
	• Charter of Victims’ Rights	<i>VCSVRB Act 2024</i> ARRs – section 31.4	https://data.qld.gov.au

Financial statements	<ul style="list-style-type: none"> • Certification of financial statements 	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	61
	<ul style="list-style-type: none"> • Independent Auditor’s Report 	FAA – section 62 FPMS – section 46 ARRs – section 17.2	62

Appendix 2 - Glossary

ARRC	Audit, Risk and Remuneration Committee
ARRs	<i>Annual report requirements for Queensland Government agencies</i>
ATO	Australian Taxation Office
CEO	Chief Executive Officer
CHHHS	Cairns and Hinterland Hospital and Health Service
CRM	Customer Relationship Management
FAA	<i>Financial Accountability Act 2009</i>
FBT	Fringe Benefits Tax
FPMS	<i>Financial and Performance Management Standard 2019</i>
FNQ	Far North Queensland
FoFs	Friends of the Foundation
GST	Goods and Services Tax
QGEA	Queensland Government Enterprise Architecture
REC	Research and Education Committee
TCHHS	Torres and Cape Hospital and Health Service
The Foundation	Far North Queensland Hospital Foundation
VCSVRB	Victims' Commissioner and Sexual Violence Review Board
WHS	Workplace Health and Safety