

## CURRICULUM VITAE – MARGARET ALLISON

### QUALIFICATIONS

Bachelor of Social Work (University of Queensland) 1977

Master of Public Administration (University of Queensland) 1987

### QCPCI

Date: 26.2.2013

Exhibit number: 181

### CAREER OVERVIEW

I have 35 years' experience in the Queensland and New South Wales public sector. The majority of this experience has been in the community services field.

I have held a range of senior executive positions for more than 25 years. In the executive roles I have held, my roles have included service delivery reform, social policy and planning, program development, legislative reform, organisational review, resource management and planning, strategic management and oversight of major change activities with a whole of government and broader community focus.

I have a great interest in, and commitment to, work in the non-government sector. I have worked as a volunteer, board member and consultant to a number of non-government organisations. In recent years, I have engaged in some voluntary work in a small NGO in Cambodia, and return there on a regular basis.

In 1999, I was selected as the winner of the Telstra Business Woman of the Year, Queensland, in the Corporate and Government Category. I am the past President of the Institute of Public Administration Australia (IPAA) Queensland. I was appointed as a Fellow of the Institute of Public Administration Australia in 2008.

### EMPLOYMENT HISTORY

*March 2012 – present*

**Director-General**

**Department of Communities, Child Safety & Disability Services  
Queensland**

My current position requires me to lead a Department of just under 6,000 staff and manage of budget of around \$2.6b, to deliver child protection services, disability services and social inclusion services, which include homelessness services, domestic and family violence services, and services for women, older people and young people. The majority of services are delivered through partnerships with non-government agencies. Challenges in this role have included management of a substantial reduction in the Department's staffing establishment and budget allocation, as well as leadership of a range of service reforms.

*Jan 2010 – March 2012*

**Commission Chief Executive  
Public Service Commission  
Queensland**

This role required me to lead a small central agency with a mandate to advise and report on strategies and policies to support and improve the effectiveness of the Queensland public sector workforce. This included the issue of public service directives, oversight of chief executive and senior executive contracts and conditions, learning and development, data management, policy and appeals against certain administrative decisions. The role reported directly to the Premier, and was also a member of the Public Service Commission (the agency's advisory board).

*Sept 2004 – Jan 2010*

**Divisional Manager  
Families & Community Services  
Brisbane City Council**

In this position, I was responsible for the effective delivery of all maintenance and development services for local assets (e.g. roads, parks), provision of all regulatory services, library services, arts and cultural programs (including the Museum of Brisbane) sport and recreation, customer services and community development services throughout Brisbane. I had some 2,500 staff reporting to me, and an operating budget of some \$500m. Major challenges included the reform of regulatory services, improved customer focus and the leadership of a major business reform project that will affect the management of more than 1.8 million customer contacts per year.

*April 2004 – Sept 2004*

**Mid-career break**

During this period, I returned from Sydney to resume living in Brisbane, and took a planned break between executive contracts.

*Sept 2001 – April 2004*

**Director-General  
Department of Ageing, Disability & Home Care, NSW**

This position involved the leadership of one of the largest public sector agencies in NSW, with more than \$1.3b in funding and nearly 13,000 staff. The Department is responsible for ensuring that older people, people with a disability and their carers have opportunity to participate in community life, and to this end, provide and fund a statewide network of services. Major challenges of the position include establishment of a new organisational entity from three previous organisations, development and implementation of a regionalised model of service delivery, demand management and system changes to ensure longer term sustainability of the service system.

*Oct 1999 – Sept 2001*

**Chief Executive Officer  
Legal Aid Commission of New South Wales**

The position of Chief Executive Officer, Legal Aid Commission of New South Wales required me to lead a public sector agency that delivers legal information, advice and representation services in

criminal, family and civil law to disadvantaged persons throughout the State. I was responsible for a budget in excess of \$110m and a staff of some 600 employees. Major challenges of this position included the introduction of business reforms to improve service delivery, introduction of cost controls and the re-establishment of relationships with external stakeholders.

*July 1998 – Oct 1999*

**Deputy Director-General  
Department of Families, Youth and Community Care  
Queensland**

While in this position I was required to manage the regional operations of the entire Department, as well as the Families Program and the Community Care Program. The former program is responsible for child protection, adoption, early intervention, parenting programs and alternative care, while Community Care includes child care, ageing, concessions, domestic violence, community funding and community partnerships. I was responsible for more than 2,000 staff and budgets in excess of \$450m, as well as strategic projects including the development of an industry strategy for the community services sector in Queensland, and the reform of the child care industry. I also oversaw the reform of the Department's service delivery model and structures.

*Nov 1996 – July 1998*

**Director, Regional and Community Services, Legal Aid Queensland**

This position required me to lead a range of business reforms to improve the delivery of legal aid services across Queensland, following the imposition of substantial budget cuts. I was responsible for all regional service delivery, legal advice services, alternative dispute resolution services and the establishment of an award winning call centre providing legal information.

*Pre Nov 1996*

**Various executive roles in the Qld public sector (1987 – 1996)**