

CORPORATE GOVERNANCE

Executive management

<p>Executive Management Committee profiles</p>
<p>Iain MacKenzie AFSM. MLshipMgt (Policing) Inspector-General Emergency Management</p> <p>The Inspector-General Emergency Management is responsible for leading and managing the Office of the IGEM to provide assurance and advice to enable confidence in Queensland's emergency management arrangements. The Office of the IGEM regularly reviews and assesses the effectiveness of disaster management by local, district and state disaster management groups, including reviewing disaster management plans, regularly reviewing and assessing entities against the Standard for Disaster Management in Queensland, working with agencies to improve Queensland's disaster management arrangements, and identifying opportunities for cooperative partnerships to improve disaster management outcomes.</p> <p>Iain was appointed as Inspector-General on 11 October 2013. He was formerly the Deputy Commissioner of the former Queensland Fire and Rescue Service and served the fire service for over 32 years. Iain holds a Master Degree in Leadership and Management, is a graduate of the Institute of Fire Engineers and has attended the United States National Fire Academy Executive Fire Officer Program. Iain was awarded the Australian Fire Service Medal in 2006.</p>
<p>Mike Shapland Director, Interoperability and Innovation</p> <p>The Director, Interoperability and Innovation facilitates programs and solutions designed to help agencies and their information deliver better disaster management outcomes, and also contributes to the broader assessment work of the Office. The role represents the Office of the IGEM at innovation forums and promotes interoperability across the sector.</p> <p>Mike is a graduate from the Royal Military Academy, Sandhurst, the British Army's Technical and General Staff courses and from Griffith University's Master of Business Administration program.</p>
<p>Alison Spruce Director, Performance, Reporting and Policy Analysis</p> <p>The Director, Performance, Reporting and Policy Analysis is responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office of the IGEM. The role also acts as a liaison point with PSBA and other agencies with regard to external policy and governance and provides policy advice to the Inspector-General and the Executive Management Committee.</p> <p>Alison holds a Master of Business Administration, a Bachelor of International Business and a Post Graduate Diploma in Education.</p>

Executive Management Committee profiles (cont'd)
<p>Rowena Richardson Director, Standards, Best Practice and Evaluation</p> <p>The Director, Standards, Best Practice and Evaluation is responsible for the development, implementation and evaluation of the Emergency Management Assurance Framework. The role also leads the Emergency Management Assurance and Excellence program within the Office of the IGEM.</p> <p>Rowena has specific expertise in systems analysis and improvement, holds a Master of Health Administration, a Bachelor of Health Science and Post Graduate Certificates in Critical Care Nursing and Health Management.</p>
<p>Phil Nickerson Director, Community and Stakeholder Engagement</p> <p>The Director, Community and Stakeholder Engagement oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public, for the Office of the IGEM. The role also provides strategic advice to the Inspector-General and the Executive Management Committee regarding corporate communications, media relations and issues management.</p> <p>Phil holds a Bachelor of Business (Communications) and a Bachelor of Business (Accountancy).</p>

Committees

The Office of the IGEM governance structure comprises of the following decision making bodies:

- Executive Management Committee
- Public Safety Portfolio Innovation Committee
- Public Safety Portfolio Audit and Risk Committee.

A further committee, the Public Safety Executive Coordinating Committee, supports coordination and collaboration across the public safety portfolio but does not form part of the Office of the IGEM corporate governance decision making structure.

For information about the public safety portfolio committees, refer pages 8-9.

Executive Management Committee
<p>The Executive Management Committee is the key leadership group for the Office of the IGEM.</p> <p>The committee provides leadership and direction on strategic and operational issues and supports the Inspector-General Emergency Management as the accountable officer under section 61 of the <i>Financial Accountability Act 2009</i>, to achieve efficient, effective and financially responsible management for the Office of the IGEM.</p> <p>The committee meets monthly unless otherwise determined by committee members. Extraordinary meetings may be called at the discretion of the Chair.</p> <p>During 2014–15, the committee met on 11 occasions and held one extraordinary meeting in June 2015.</p>

Executive Management Committee (cont'd)
Committee members
<ul style="list-style-type: none"> • Iain MacKenzie AFSM, Inspector-General Emergency Management (Chair) • Mike Shapland, Director, Interoperability and Innovation • Alison Spruce, Director, Performance, Reporting and Policy Analysis • Rowena Richardson, Director, Standards, Best Practice and Evaluation • Phil Nickerson, Director, Community and Stakeholder Engagement
Achievements
<p>In 2014-15, the committee:</p> <ul style="list-style-type: none"> • endorsed the Office of the IGEM Business Continuity Plan and Strategic Risk Register • provided strategic and operational oversight for major IGEM projects • endorsed the Office of the IGEM's 2014-15 operational plan and 2015-2019 strategic plan • endorsed the Performance Development Planning process and workforce development strategy.

Ethics and Code of Conduct

Ethical Standards

The PSBA Ethical Standards Unit's (ESU) primary responsibility is to assess complaints regarding the conduct of staff and volunteers within the Office of the IGEM, PSBA and QFES (the agencies). The ESU assesses complaints in accordance with the *Management of Complaints About Employees, Volunteers & Contractors Policy and Procedure*. As outlined in the procedure, certain categories of complaints will be formally investigated by the ESU, whilst others will be referred back to management within the relevant agency to deal with, often subject to oversight by the ESU.

In addition, the ESU has the following key roles and responsibilities:

- recording all complaints in the agencies' complaints management system except for Conduct and Performance Excellence (CaPE) Category 1 matters (Category 1 matters involve inappropriate interpersonal conduct with colleagues, clients or other stakeholders, inappropriate behaviour relating to minor management matters and performance requiring improvement)
- acting as the agencies' central liaison point for the Crime and Corruption Commission and the Queensland Ombudsman, and discharging the agencies' statutory obligations under the *Crime and Corruption Act 2001*
- overseeing the agencies' Public Interest Disclosure framework and assisting the agencies in fulfilling their statutory obligations under the *Public Interest Disclosure Act 2010*
- coordinating requests for Internal Review lodged by persons who are dissatisfied with the way their complaints have been handled by the agencies.

Code of Conduct

The Office of the IGEM operates under the *Code of Conduct for the Queensland Public Service*. The code contains the ethics principles for the public sector and their associated set of values prescribed in the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each ethics principle. The ethics principles are:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency.

The code describes how we will conduct ourselves in delivering services to the Queensland community.

As the provider of strategic and corporate services to the public safety portfolio agencies, PSBA is responsible for public sector ethics and code of conduct training for the portfolio excluding QPS which retains responsibility in these areas for QPS employees.

Standardised public sector ethics and code of conduct training has been implemented across the portfolio (excluding QPS). In addition, online training tools are being rolled out during 2015 across QFES and will be progressed throughout the Office of the IGEM and PSBA in 2015-16.

Risk management and accountability

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the Office of the IGEM, PSBA, QFES and QPS. Prior to 1 July 2014, QPS was responsible for undertaking its own internal audit functions.

The Head of Internal Audit (HIA), PSBA is also the nominated HIA for the Office of the IGEM, QFES and QPS in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter which is consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four year strategic plan sets the direction of the unit.

The unit, as secretariat to the Public Safety Portfolio Audit and Risk Committee, ensures that all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to and that the functioning of the unit complies with these guidelines in all material respects.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes, improving the overall level of compliance and accountability. Under its approved charter, the unit can undertake a series of review types including compliance (effectiveness), performance (efficiency), financial management and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

Achievements for 2014-15 include:

- full delivery of the Approved 2014-2015 Annual Audit Plan through a combination of in-house and co-sourced delivery
- the successful management of a co-sourced delivery model consisting of multiple contracts providing over 1,000 days of internal audit delivery
- no carry forward of 2014-15 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by the end of July 2015.

Information systems and recordkeeping

PSBA, as the provider of strategic and corporate services to Queensland's public safety portfolio agencies including the Office of the IGEM, is responsible for recordkeeping and information systems across the portfolio. PSBA provided advice and assistance to portfolio agencies, including the Office of the IGEM, during the reporting period resulting in improved efficiencies.

Consultation between the Office of the IGEM and PSBA is planned for 2015-16 to determine the most efficient way to move to a 'paper lite' recordkeeping environment.

Human resources

Workforce planning, attraction and performance

Workforce profile

The total number of full-time equivalent (FTE) staff for the Office of the IGEM was 22 as at 30 June 2015. In 2013-14 the number of FTEs for the Office of the IGEM was included in the total FTE staff for QFES.

Between 1 July 2014 and 30 June 2015, the Office of the IGEM permanent separation rate was 25%, which comprised five separations of permanent staff.

Employee assistance

The Employee Assistance Service, managed by PSBA, helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

Health and fitness

The Safety and Wellbeing Branch, within the PSBA Human Resources Division, continues to work with management, staff and the unions to improve employee health, fitness and wellbeing for all employees. The HealthStart Program is being offered to the portfolio agencies as it moves through each geographical area of Queensland and a number of recreational and fitness activities were provided for employees to participate in as part of Corporate Teams.

Q-Balance

Q-Balance is a program designed to enhance the skills and knowledge of female leaders in public safety agencies. The program encourages:

- awareness of leadership strengths and how to use them to drive organisational performance
- ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- ability to balance the ways of established organisational culture with other approaches required to meet needs
- increased internal capacity as a female leader and ability to bring others along on that journey.

Q-Balance involves two residential workshops linked by three months of workplace development support. The first workshop commenced in June 2015 at the QPS Academy at Oxley. Across the public safety portfolio, women who identified as exercising significant leadership within their organisation were encouraged to submit an expression of interest outlining how the program would be of benefit to them as an individual and to their workplace.

A large number of applications were received which resulted in 21 successful portfolio nominations and an additional six nominations from the Australian Federal Police and the Queensland Ambulance Service. The program has been so well supported that future courses are scheduled to commence in August 2015 with more planned for 2016.

Working for Queensland Employee Opinion Survey

The *Working for Queensland Employee Opinion Survey* is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The survey explores employee perceptions of matters impacting three key outcomes: Agency engagement, Job engagement and Satisfaction, and Intention to leave, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance.

The 2015 survey was conducted from 27 April to 15 May. The results for the Office of the IGEM are below:

	Response Rate		Agency engagement		Job engagement and Satisfaction		Intention to (not) leave	
	2015	2014	2015	2014	2015	2014	2015	2014
Office of the IGEM	100%	-	71%	-	73%	-	32%	-

For the Office of the IGEM, workplace factors such as collaboration and innovation achieved a satisfaction rating of 91% and 88% respectively. In fact, 13 out of 16 workplace factors for the Office of the IGEM placed in the first quintile.*

These results will be used by the Office of the IGEM to monitor progress against business improvement actions taken to date and to inform new business initiatives and priorities.

*First quintile – the agency is among the first 20% of agencies or among the top 11 ranked agencies out of the 54 participating agencies.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid to staff of the Office of the IGEM during 2014-15.