

Governance

Executive management

Iain MacKenzie AFSM. MLshipMgt (Policing)

Inspector-General of Emergency Management

The Inspector-General of Emergency Management is responsible for leading and managing the Office to provide assurance and advice to enable confidence in Queensland's disaster and emergency management arrangements.

The Office 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, working with agencies to improve Queensland's disaster management arrangements, and identifying opportunities for cooperative partnerships to improve disaster management outcomes.

Prior to Iain's appointment as Inspector-General of Emergency Management, he was the Deputy Commissioner of the former Queensland Fire and Rescue Service and served in the fire service for over 32 years. Iain holds a Masters 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.

Mike Shapland MBE

Director, Interoperability and Innovation

The Director, Interoperability and Innovation leads review and assurance activities, and facilitates programs and solutions designed to help the Office and agencies deliver better disaster management outcomes. The role represents the Office at innovation forums and promotes interoperability across the sector.

Mike is a graduate from the Royal Military Academy, Sandhurst, the British Army's Technical and General Staff courses and Griffith University's Master of Business Administration program. Mike was awarded Member of the Order of the British Empire in the United Kingdom's 1997 New Year's Honours list.

Sarah March

Director, Performance, Reporting and Policy Analysis

The Director, Performance, Reporting and Policy Analysis is responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office. The role also acts as a liaison point with PSBA and other agencies in relation to external policy and governance, and provides policy advice to the Inspector-General of Emergency Management and the Office's Executive Management Committee (EMC).

Sarah holds a Bachelor of Arts (Psychology) and Post Graduate qualifications in Psychology.

Rowena Richardson

Director, Standards, Best Practice and Evaluation

The Director, Standards, Best Practice and Evaluation leads review and assurance activities, and is responsible for the management and performance of the *Emergency Management and Assurance Framework*, including the Standard, and the AEDP. This role also has oversight of the Lessons Management Program.

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, Health Management and Business.

Phil Nickerson

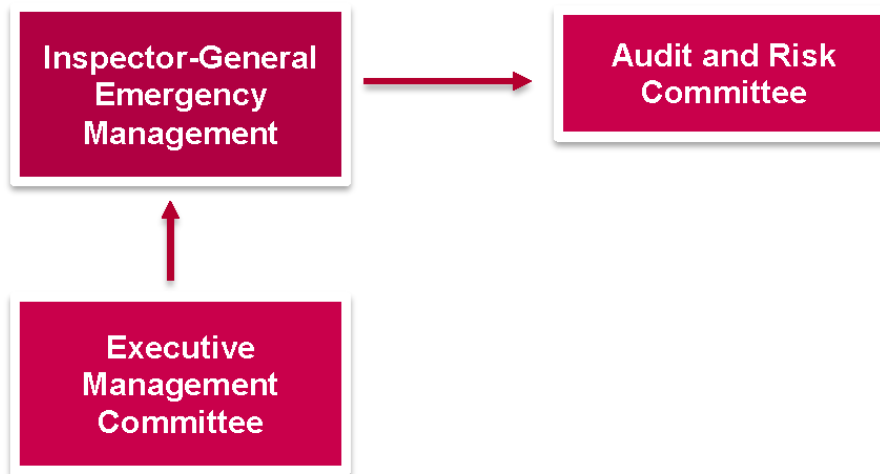
Director, Community and Stakeholder Engagement

The Director, Community and Stakeholder Engagement oversees the active engagement of disaster management stakeholders across all levels of government, tertiary and non-government organisations, and the community. The role also provides strategic advice to the Inspector-General of Emergency Management and the Office's EMC regarding corporate communications, media relations and issues management.

Phil holds a Bachelor of Business (Communications) and a Bachelor of Business (Accountancy).

Committees

The Office governance structure comprises the Executive Management Committee and the Public Safety Portfolio Audit and Risk Committee.



Executive Management Committee

The EMC is the key leadership group for the Office. 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 *Financial Accountability Act 2009*, to achieve efficient, effective and financially responsible management for the Office.

The committee meets monthly unless otherwise determined by committee members. Extraordinary meetings may be called at the discretion of the Chair.

During 2017-18, the committee met on 11 occasions.

Committee members

- Iain MacKenzie AFSM, Inspector-General Emergency Management (Chair)
- Mike Shapland MBE, Director, Interoperability and Innovation
- Sarah March, Director, Performance, Reporting and Policy Analysis
- Rowena Richardson, Director, Standards, Best Practice and Evaluation
- Phil Nickerson, Director, Community and Stakeholder Engagement

In 2017-18, the EMC:

- provided strategic oversight for all Office reviews, assurance activities and major projects
 - endorsed the Office of the IGEM *Strategic Plan 2018-2022*
 - endorsed the Office of the IGEM *Operational Plan 2018-2019*.
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Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee (ARC) is established under, and operates in accordance with, the terms of its charter, which were developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, the *Financial Accountability Act 2009*, and the *Financial and Performance Management Standard 2009*. The charter is reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

The committee has primary responsibility for audit and risk matters as they relate to the Office and PSBA. It provides relevant information to the standalone Audit and Risk Committees established by QFES and QPS when required. It provides independent assurance and assistance through prompt and constructive reports directly to the accountable officers from the public safety agencies, particularly when issues identified present material risk or threat to those agencies.

The committee is chaired by an independent external expert appointed to the role. Each public safety agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on five occasions during 2017-18.

The independent external Chair received \$9,622.75 (including GST) in remuneration for services provided in 2017-18. The second external member received \$4,812.50 (including GST). There were no other on-costs.

Committee members

- Graham Carpenter, Chair (external member)
- Ian Stewart APM, Commissioner, QPS represented by Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance, QPS
- Katarina Carroll APM, Commissioner, QFES represented by Doug Smith APM, Deputy Commissioner, Chief Strategy Officer, Strategy and Corporate Services, QFES
- Iain MacKenzie AFSM, Inspector-General Emergency Management
- Peter Griffin, Chief Operating Officer, PSBA
- Marita Corbett (external member)

During 2017-18, the committee's achievements include:

- overseeing progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
- considering all audit reports and providing direction regarding implementation of report recommendations and actions
- monitoring compliance with the *Annual Internal Audit Plan 2017-18* and *Strategic Internal Audit Plan 2018-2021* and overseeing the status of open recommendations
- contributing to the development of the *PSBA Enterprise Risk Management Policy*
- endorsing the:
 - PSBA Financial Statements 2017-18
 - Office of the IGEM Financial Statements 2017-18
 - *PSBA Annual Internal Audit Plan 2018-19* and *Strategic Internal Audit Plan 2019-22*
 - *Office of the IGEM Risk Management Framework and Guide*
 - *PSBA and Office of the IGEM Fraud and Corruption Prevention and Control Policy and Plan.*

Ethics and Code of Conduct

Ethical standards

Human Resources Division's Employee Relations Unit in PSBA assesses complaints regarding the conduct of staff and contractors in the Office. The unit assesses complaints in accordance with the *Management of Complaints about Employees, Volunteers and Contractors Policy and Procedure*. As outlined in the procedure, certain categories of complaints will be formally investigated by the Employee Relations unit, while others may be referred back to management to address.

The unit also has the following key roles and responsibilities:

- recording all complaints in the 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 central liaison point for the Crime and Corruption Commission (CCC) and the Queensland Ombudsman, and discharging the agency's statutory obligations under the *Crime and Corruption Act 2001*
- overseeing the Public Interest Disclosure framework and assisting the agency in fulfilling its 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 agency.

Code of Conduct

The Office partnered with the PSBA to deliver corporate induction sessions for new employees in 2017-18. These training sessions included information about workplace behaviours as well as an overview of the *Code of Conduct for the Queensland Public Service*.

In addition, Office employees were provided with the opportunity to attend a negative workplace behaviours information session conducted by the PSBA Conflict Management Services unit.

Risk management and accountability

External scrutiny

A number of state bodies have been established by legislation to provide independent views and/or assurance of government performance. During 2017-18, the following state bodies examined the operations of the Office or other agencies with findings and issues requiring consideration by, or impacting on, the Office.

- **Crime and Corruption Commission**

The CCC is a statutory body set up to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The CCC investigates crime and corruption, has oversight of both the police and the public sector, and protects witnesses.

The Office refers to the Commission's Corruption Prevention Advisory resources, which assist public sector agencies to identify major corruption risks and develop prevention strategies, as required.

- **Queensland Audit Office**

The QAO supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to Parliament to enhance public sector accountability. QAO reports are available online at www.qao.qld.gov.au.

- Report to Parliament No. 6: *Fraud risk management*

The QAO assessed if agencies appropriately identify and assess fraud risks, and apply appropriate risk treatments and control activities to adequately manage their exposure to fraud risk; and if agencies' risk management plans effectively target and address fraud risks and if there were any obvious omissions from risk registers.

The audit included QFES, PSBA and QPS.

The Office was not an audited entity, however the audit directed three recommendations at all government agencies.

During 2017-18, in partnership with PSBA, the Office developed and implemented a *Fraud and Corruption Prevention and Control Policy and Plan*. The Office intends to conduct a fraud risk assessment in 2018-19.

- Report to Parliament No. 8: *Confidentiality and disclosure of government contracts*

This audit examined the use of confidentiality provisions in Queensland Government contracts. It assessed whether selected departments met contract disclosure requirements and included the:

- adequacy of current guidance available to aid staff in these activities
- impact of these activities on accountability and transparency.

The Office was not an audited entity, however recommendations three and four of the report were directed at all government agencies.

In relation to recommendation three (agencies to meet the mandatory requirements set out in *Procurement Guidelines – Contract Disclosure*), the Office utilises the services of the PSBA's central procurement function to report contract disclosures. In accordance with the Guidelines, processes are in place to ensure that the Office has reporting capability to disclose contract payments over \$10,000 in value.

In relation to recommendation four (agencies to improve their contract registers or contract management systems to ensure a complete record of all awarded contracts), the Office utilises both the whole-of-government finance system (i.e. SAP) and contract management system (i.e. Q-Contracts) to provide a complete record of contract information as required.

Through the central procurement function of the PSBA, the Office will look to implement any system improvements introduced at the whole-of-government level.

- Report to Parliament No. 11: *Queensland state government: 2016-17 results of financial audits*

Most public sector entities prepare annual financial statements. The Auditor-General of Queensland is responsible for providing Parliament with independent assurance of the financial management of public sector entities by auditing these financial statements. The report summaries QAO's analysis of the financial position, performance and sustainability of the Queensland state government, and the timeliness and quality of financial reporting by public sector entities controlled by the state government.

No significant findings or issues were identified for the Office in this report.

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 public safety agencies including the Office.

The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for the Office 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 internal audit plan and three year strategic audit plan sets the direction of the unit. The *PSBA Annual Internal Audit Plan 2017–2018* and *Strategic Internal Audit Plan 2018-2021* was endorsed by the Agency Audit and Risk Committees and approved by the Chair of the PSBA Board of Management on 25 September 2017.

The Internal Audit Unit ensures all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to, and 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 2017-18 include:

- progressed delivery of the approved *Annual Internal Audit Plan 2017-18* through a combination of in-house and co-sourced delivery. At 30 June 2018, all fieldwork was completed and all audit reports are expected to be finalised by the end of September 2018.
- conducting reviews of the public safety agencies, including those relevant to the Office (cyber-crime prevention; open source intelligence; and social engineering)
- completing ad-hoc or unplanned reviews covering emerging risk areas including delegations and fraud risk assessment
- implementing best practice internal audit processes including:
 - undertaking an internal audit maturity assessment
 - developing an industry-leading internal audit strategy and internal audit lifecycle
 - formalising an internal audit quality assurance and improvement program.

Risk management

Effective management of risks and opportunities is considered by the Office as critical to maximising organisational performance in the achievement of strategic objectives. The Office is continuing to build strong, proactive and effective risk management processes that support quality and responsive service delivery and optimal resource management.

The Office's risk management approach is governed by the *Risk Management Framework and Guide to Strategic and Operational Risk Management*. The framework and guide provide a consistent approach to identifying, mitigating and monitoring organisational risk, and ensure the Office complies with the risk management requirements in the *Financial Accountability Act 2009*.

During 2017-18, in partnership with PSBA, the Office developed and implemented a *Fraud and Corruption Prevention and Control Policy and Plan*.

Strategic and operational risks are monitored and reviewed by the Office's Executive Management Committee on a regular basis to ensure the Office is well placed to deliver its strategic objectives and operational activities.

The Office sought support and advice from PSBA in relation to risk management matters where necessary, and attended relevant training and briefing activities.

Information systems and recordkeeping

PSBA, as the provider of corporate support services to the Office, is responsible for recordkeeping and information systems. The Office receives advice and assistance from PSBA through a dedicated records management team, known as the Information Management Unit.

In 2017-18, the Office continued to use Mincor for ministerial correspondence, network drives to manage electronic documentation and RecFind to manage hard copy records.

Information on recordkeeping responsibilities is communicated to all staff through the Office's AEDP and other internal processes.

No Office records were transferred to Queensland State Archives during 2017-18.

Human resources

Strategic workforce planning and performance

The PSBA delivers quality human resource (HR) services to the Office. These services are delivered under a Service Agreement and Catalogue, which clearly outlines the responsibilities of both agencies in relation to HR services to support the achievement of the Office's strategic workforce priorities.

Workforce profile

The total number of Full Time Equivalent (FTE) staff for the Office was 21.06 as at 30 June 2018.

Between 1 July 2017 and 30 June 2018, the Office's permanent separation rate was 14%. The separation rate is for permanent staff only and excludes contract staff.

Corporate induction

The Office recognises the importance of onboarding and inducting new employees. It provides an introduction to the working environment and facilitates orientation of employees to the organisation.

New employees who commenced with the Office in 2017-18 attended a comprehensive corporate induction program.

The Office partnered with the PSBA to deliver this program on a quarterly basis.

The program was recently realigned to enhance interaction and engagement with attendees. It provides participants with the opportunity to interact with senior management, hear from divisional and portfolio representatives and network with colleagues. The program covers a broad range of topics including: corporate vision and strategic objectives, conditions of employment, employee entitlements, workplace conduct and performance, safety and wellbeing and diversity and inclusion.

Feedback from attendees continues to be positive with attendees valuing the opportunity to personally meet and hear from senior leaders from across the public safety agencies.

Performance management

Central to the Office's success is the commitment to develop and support a diverse, forward-looking, agile and engaged workforce.

All employees were provided with the opportunity to engage in regular performance conversations as part of the Office's PDP process; supporting the achievement of performance outcomes and delivery of the Office's strategic objectives. PDP discussions are also a catalyst for progressing professional development and capability building across the Office.

International Women's Day

International Women's Day (IWD) is a global day to celebrate and reflect upon the economic, political and social achievements of women across the globe.

The Office celebrated IWD on 8 March 2018 by jointly organising a public safety agencies luncheon event. The theme of the event was 'Connecting and empowering through partnerships'. The keynote speakers for the event were Kay McGrath, journalist, presenter and child safety campaigner and Cynthia Morton, Author, Emotional Fitness Specialist/Hope Masseur. The keynote speakers were also joined by Queensland Police Inspector, Corey Allen and Madeline Price who engaged in a panel discussion on the theme of the event. Over 720 people attended.

The event also included a public safety agencies awards ceremony, which recognised and acknowledged the achievement of staff across a number of award categories.

Domestic and family violence support package

The Office achieved accreditation in November 2017 as a White Ribbon Australia Workplace in recognition of the active steps taken to prevent and respond to violence against women.

The Office was recognised for effective leadership and visible commitment to domestic and family violence (DFV) prevention; allocation of resources to prevent and respond to DFV; development of

policies, procedures and resources; delivery of training programs for managers and employees to build confidence and capabilities in addressing DFV; and participation in events and initiatives to raise awareness of DFV in the workplace and across the broader community. Management and staff in the Office have been equipped with the knowledge and skills to address the issue of DFV. The Office will continue to foster a workplace culture where employees affected by DFV are supported by providing appropriate safety and support measures. This will contribute to a healthy and safe working environment for all.

The Employee Assistance Program (EAP) offers professional support to employees experiencing DFV. Employees can contact a direct line which will provide access to professionals who specialise in DFV. The service offers confidential professional support, counselling and referrals to community support services, information and a range of resources.

The Office participated in several events and initiatives to promote gender equity and the prevention of violence against women. These included events held during Queensland Women's Week and Queensland's Domestic and Family Violence Prevention Month. The Office also partnered with PSBA and QPS to host a Trivia Night in July 2017 to celebrate White Ribbon night.

In 2017-18, the Office again participated in the Darkness to Daylight Challenge, an annual overnight 110km run that raises community awareness and support for those affected by DFV. A team of staff competed in the event by running and walking to show support for those affected by DFV. Staff also attended a Candlelight Vigil on 2 May 2018 to remember those lost to DFV in the past year.

Employee assistance

In 2017-18, an EAP continued to be available to Office employees. Through the EAP, all Office employees and their immediate family members have access to a professional, independent and confidential counselling and coaching service. The EAP promoted employee wellbeing through information and services designed to support them to effectively manage their professional and personal wellbeing.

Health and wellbeing

The Office is committed to fostering a supportive working environment which assists employees in maintaining health and wellbeing.

A number of initiatives, articles and information were promoted and featured during Safe Work Month in October 2017 to raise awareness of health and safety in the workplace and support employee wellbeing. This included an information session on supporting employee health and wellbeing, delivered by the Office's EAP service provider.

In September 2017, the Office participated in a program that offered employees the opportunity to attend complimentary checks to assess the risk of stroke. This was undertaken through a professional not-for profit organisation. Coinciding with National Stroke Week, it provided the opportunity to raise awareness of the risk factors and signs of stroke.

In June 2018, the Office participated in the Wellness @ Work Month initiative. During this month employees were invited to attend various events and activities to promote health and wellbeing, including a Health and Wellbeing Expo which featured stalls and information from a range of exhibitors to support a healthy lifestyle; wellbeing workshops focused on building resilience, balancing your life and managing work pressures; financial wellbeing seminars; yoga classes; and nutrition seminars.

Workplace health and safety

The Office is committed to meeting its workplace health and safety obligations. In 2017-18, the Office promoted EAP support services, DFV awareness programs and the management of injury and illness in the workplace to employees.

The Office continued to supported injured or ill employees through proactive case management and the development of rehabilitation and return to work plans on a case-by-case basis.

The Office is working with the PSBA to review and develop relevant policies, templates and guidelines to ensure obligations under workplace health and safety legislation continue to be met. In

collaboration with the PSBA, a pandemic plan has been developed. The Plan provides direction on minimising the health consequences of an influenza pandemic on employees and disruption to business operations.

In April and May 2018, the annual influenza vaccination program was offered to Office employees. A large proportion of employees registered to receive a vaccination.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to Office employees during the period 1 July 2017 to 30 June 2018.