

# Governance

## *Executive management*

### **Iain MacKenzie AFSM. MLshipMgt (Policing)**

#### **Inspector-General Emergency Management**

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, 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 Emergency Management, he was formerly 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.

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### **Mike Shapland MBE**

#### **Director, Interoperability and Innovation**

The Director, Interoperability and Innovation facilitates programs and solutions designed to help the Office of the IGEM and agencies deliver better disaster management outcomes, and also contributes to the broader assessment work of the Office of the IGEM. The role represents the Office of the IGEM 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 from 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.

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### **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 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 Emergency Management and the Executive Management Committee (EMC).

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

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## **Rowena Richardson**

### **Director, Standards, Best Practice and Evaluation**

The Director, Standards, Best Practice and Evaluation is responsible for the management and performance of the Framework, including the Standard and AEDP.

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.

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## **Phil Nickerson**

### **Director, Community and Stakeholder Engagement**

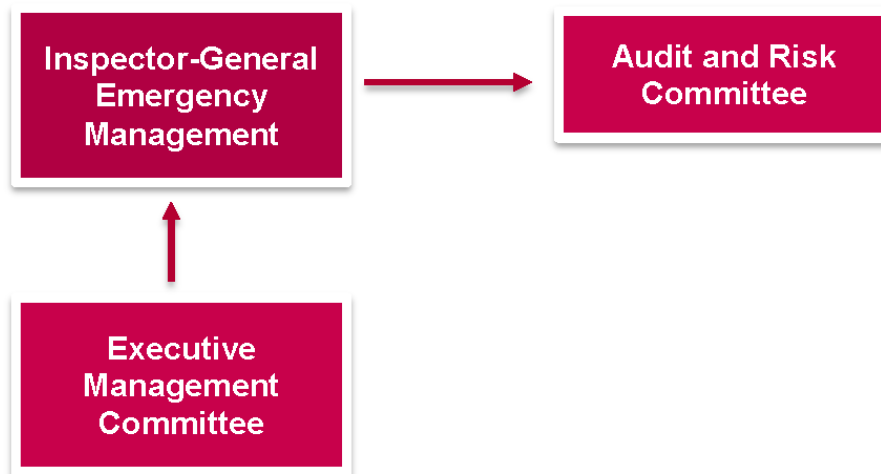
The Director, Community and Stakeholder Engagement oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public for the Office of the IGEM. The role also provides strategic advice to the Inspector-General Emergency Management and the EMC regarding corporate communications, media relations and issues management.

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

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## Committees

The Office of the IGEM governance structure comprises the EMC and the Public Safety Portfolio Audit and Risk Committee.



### Executive Management Committee

The EMC is the key leadership group for the Office of the IGEM. 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 of the IGEM.

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

During 2016-17, the committee met on 10 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

#### Achievements

In 2016-17, the Executive Management Committee:

- provided strategic oversight for all the Office of the IGEM reviews, assurance activities and major projects
- endorsed the Office of the IGEM Strategic Plan 2017-2021
- endorsed the Office of the IGEM Operational Plan 2017-2018.

## **Public Safety Portfolio Audit and Risk Committee**

The Public Safety Portfolio Audit and Risk Committee governs audit matters for the public safety portfolio agencies. For further information about the Public Safety Portfolio Audit and Risk Committee refer to pages 9-10.

## ***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 of the IGEM. 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, whilst others may be referred back to management to address.

In addition, the unit 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 of IGEM partnered with the PSBA to deliver corporate induction sessions for new employees in 2016-17. These training sessions include relevant information about negative workplace behaviours as well as an overview of the *Code of Conduct for the Queensland Public Service*.

During the reporting period, 20 Office of the IGEM staff completed code of conduct e-learning training.

## *Risk management and accountability*

### External scrutiny

This section provides information about external agencies and processes which examined the operations of the Office of the IGEM or other agencies during 2016-17 with findings and issues requiring consideration by, or impacting on, the Office of the IGEM:

- **Crime and Corruption Commission**

The CCC is a statutory body established 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 both crime and corruption, has oversight of both the police and the public sector, and protects witnesses. The Office of the IGEM refers to the CCC's Corruption Prevention Advisory resources as necessary.

- **Queensland Audit Office**

The QAO supports the role of the Auditor-General of Queensland in providing the 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 the Parliament to enhance public sector accountability. QAO reports for 2016-17 are available online at [www.qao.qld.gov.au](http://www.qao.qld.gov.au)

- Report to Parliament No. 1: *Strategic procurement*

Procurement of services and supplies makes up a significant proportion of the total expenditure for Queensland Government departments. This audit examined whether good quality data is available and whether state government departments are achieving and enabling value for money procurement outcomes through effective strategic procurement. It also examined whether there are sufficient measures in place to develop the necessary procurement capability in the staff who work in this field.

Amongst other findings, the audit identified that a number of departments did not have a current procurement plan which prevented them from demonstrating that they monitor the performance of their procurement functions against established measures. In this regard, the report recommends that all government departments work with category leads to develop an agency procurement plan. The public safety portfolio are currently reviewing Agency Procurement Plans developed by PSBA.

- Report to Parliament No. 17: *Organisational structure and accountability*

A clearly articulated strategy drives an organisation's direction and contributes to a strong governance structure. This audit assessed whether the structure within Queensland Government departments supports the achievement of individual agency strategic objectives as well as government priorities, and whether there is clear accountability for delivering these objectives.

Recommendations included enhancements to strategic planning approaches by departments and methods to establish clear alignment between accountability and strategic objectives. There were also recommendations associated with reviewing staffing structures and workforce profiles to ensure efficient and effective allocation of employees to deliver strategic objectives. The public safety portfolio agencies will consider these recommendations as part of future planning and performance measurement activities.

## 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.

The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit 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 public safety portfolio *Annual Internal Audit Plan 2016-2017* was endorsed by the Public Safety Portfolio Audit and Risk Committee and approved by the former A/Chief Operating Officer, PSBA on 14 September 2016.

As secretariat to the Public Safety Portfolio Audit and Risk Committee, the unit 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 2016-17 include:

- progressed delivery of the approved portfolio *Annual Internal Audit Plan 2016–2017*, providing professional and timely advice to management and client agencies through a combination of in-house and co-sourced providers with no carry forward of 2016-17 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. Final reports are expected to be delivered by 30 September 2017
- portfolio wide reviews that had an Office of the IGEM component such as: the implementation of prior audit recommendations, and corporate card usage. The Office of the IGEM was excluded from portfolio reviews of data classification, and social engineering due to the major review of the effectiveness of the disaster management system in Queensland.
- successful negotiation and management of a co-sourced delivery model for provision of Office of the IGEM audit services
- effective working relationships with client agencies and the QAO were maintained.

## Information systems and recordkeeping

PSBA has a dedicated records management team that provides advice and assistance to the Office of IGEM. The Office of the IGEM continues to use Mincor and the network drives to manage electronic documentation and Recfind to manage hard copy records.

No records were transferred to Queensland State Archives during 2016-2017.

## **Risk management**

Risk management in the Office of the IGEM is governed by the Risk Management Framework and the Guide to Strategic and Operational Risk Management. The risk management methodology outlined in these documents and implemented in the Office of the IGEM is in line with Standards Australia AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

Strategic and operational risks identified by the Office of the IGEM are monitored and reviewed on a regular basis to ensure the Office is well placed to deliver its strategic objectives and operational activities.

During 2016-17, the Office of the IGEM sought support and advice from PSBA in relation to risk management matters where necessary.



## ***Human resources***

### **Workforce planning and performance**

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

### **Workforce profile**

The total head count (including active paid and unpaid employees) for the Office of the IGEM as at 30 June 2017 was 24 (22.9 Full Time Equivalent (FTE)). The active paid headcount component was 21 (FTE 19.9).

Between 1 July 2016 and 30 June 2017, the Office of the IGEM's permanent separation rate was 19%. The separation rate is for permanent staff only and excludes contract staff.

### **Corporate induction**

The Office of the IGEM partnered with the PSBA to deliver corporate induction sessions for new employees in 2016–17. The corporate induction program was reviewed and revitalised to enhance the orientation experience for new employees. The day-long program is delivered on a quarterly basis and provides participants with the opportunity to 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 has been consistently positive with all valuing the opportunity to personally meet and hear from senior leaders across the public safety portfolio.

### **Performance management**

A Performance and Development Planning (PDP) process was implemented across the Office of the IGEM to assist employees to achieve the highest level of performance, and support the delivery of strategic goals and business objectives. The PDP process applies to all employees. It outlines what is expected of each employee in their role, and the support and professional development available to build capability and achieve business outcomes.

### **International Women's Day**

International Women's Day was celebrated on 8 March 2017 with more than 700 people attending a public safety portfolio luncheon event. The theme of the event was 'Innovation driving inspirational change'.

The keynote speaker for the event was Matthew Lawson – Owner/Director of The Cutting Edge Group who was followed by a panel discussion with Deanne Gibbon, Associate Director Workforce Diversity and Inclusion at the University of Queensland, Nicole Gibson, Chief Executive, The Rogue & Rouge Foundation and Start Up Apprentice, and the Inspector-General Emergency Management, Iain MacKenzie.

The event also included a public safety agencies' awards ceremony which recognised and acknowledged the achievement of women in a number of award categories.

## Domestic and family violence support package

In September 2016, the Office of the IGEM, PSBA and QPS committed to achieving White Ribbon Australia Workplace Accreditation along with 13 other Queensland Government agencies. Agencies have worked together since then to undertake significant awareness raising and capability building activities to drive cultural change aimed at preventing violence against women and supporting those affected by domestic and family violence (DFV). Initiatives include:

- tools and resources to support the application of the Supporting Employees Affected by Domestic and Family Violence Policy, including a Manager Conversations Guide and Workplace Risk Assessment
- establishing an Employee Assistance Program telephone line for all staff to directly contact domestic and family violence specialist counsellors
- delivery of face-to-face training to all frontline leadership and management roles, and HR roles, to build management capability in responding to staff who are affected by DFV
- provision of an online DFV training program—Recognise, Respond, Refer—to all employees, to build awareness of DFV issues.

Staff from the Office of the IGEM participated in events promoting gender equity and respectful relationships and the prevention of violence against women, along with other public safety portfolio agencies. Other key events Office of the IGEM engaged in included the Premier's White Ribbon Day celebration on 25 November 2016, and events throughout Queensland Women's Week and Queensland's Domestic and Family Violence Prevention Month.

In May 2017, a team of 61 Office of the IGEM and PSBA staff participated in the Darkness to Daylight Challenge, an annual overnight 110km run which raises community awareness and support for those affected by DFV. Staff ran, walked or volunteered at the event, with members of the EMC also attending a Candlelight Vigil on the night of the event to remember those lost to DFV in the past year.

The Office of the IGEM and PSBA also held a White Ribbon event in May 2017 to raise staff awareness of DFV and formally sign the White Ribbon oath. This event featured speakers Jacque Lachmund, Chief Executive Officer (CEO) of Australia's CEO Challenge, Inspector Regan Carr, Manager of the QPS Domestic and Family Violence and Vulnerable Persons Unit, and Nicolle Edmonds, CEO of Rizeup. The event was attended by some 95 staff, the Office of the IGEM and PSBA executive leadership teams and the PSBA Board of Management. All staff at the event were also invited to sign the White Ribbon oath.

Further events, initiatives and capability development activities will be scheduled throughout 2017–18 to progress and build on our supportive and respectful workplace culture, including the promotion of flexible work practices and building a diverse and inclusive workforce.

## Employee assistance

The Office of the IGEM's Employee Assistance Service is managed by PSBA and ensures all employees and their immediate family members have access to a professional, independent and confidential counselling service through the Employee Assistance Program.

The service provides confidential counselling, coaching and support for employees on a broad range of work and life issues. These can include, but are not limited to, work related and/or personal issues around relationship difficulties, family, conflict, drug and alcohol use, stress, communication, grief and loss, interpersonal relationships, DFV and trauma management.

The counsellors are trained psychologists and social workers who have extensive experience in dealing with issues in a sensitive and supportive manner and provide a short-term, solution-focused approach to assist employees to enhance their emotional, physical and financial wellbeing.

## **Health and wellbeing**

The PSBA Safety and Wellbeing Branch continued to assist the Office of the IGEM in fostering a supportive working environment which promotes health and wellbeing in the workplace. Office of the IGEM employees have access to a Safety, Wellness, Health and Fitness intranet site which provides useful information on wellbeing, health and fitness topics to support and enhance employees' emotional and physical wellbeing.

A Health and Wellbeing Education and Awareness Plan was developed in consultation with the Office of the IGEM's and PSBA's Employee Assistance Program service provider. The Plan contributes directly to supporting the health and wellbeing of Office of the IGEM employees by promoting a number of services, proactive articles and staff communiqués on relevant and topical health and wellbeing issues—such as nutrition and diet, DFV awareness, financial fitness, physiological wellbeing and relationships.

## **Working for Queensland Employee Opinion Survey**

The annual Working for Queensland Employee Opinion Survey measures workplace climate. It provides insight into the Office of the IGEM workforce and is a key source of information to drive workplace improvements that are important to employees.

In partnership with the Public Service Commission, a pulse survey was conducted of all Office of the IGEM staff in February 2017 (refer page 28). This survey was informed by the Working for Queensland Employee Opinion Survey.

The 2017 Working for Queensland survey process will be undertaken between July and August. Survey results will be an important indicator for how to bring about further positive change to the Office of the IGEM.

## **Workplace health and safety**

Workplace health and safety is a key priority for the Office of the IGEM. Work has been undertaken to realign and enhance the workplace health and safety framework and governance arrangements for the Office of the IGEM. This includes Employee Assistance Program support services, DFV awareness and management programs, and the management of injury and illness in the workplace.

Injury management to assist and support early and safe return to work from injury or illness, is available to Office of the IGEM employees. As an organisation, the Office of the IGEM supports injured or ill employees through the development of rehabilitation and return to work plans. Where necessary, this has been successful in facilitating a planned and practical return to work of injured employees.

The Office of the IGEM has continued to adopt a proactive approach in examining reported workplace health and safety incidents and potential hazards.

In March and April 2017, the annual influenza vaccination program was offered to the Office of the IGEM, with a large proportion of employees receiving a vaccination.

## **Early retirement, redundancy and retrenchment**

No early retirement, redundancy or retrenchment packages were paid during the period 1 July 2016 to 30 June 2017.