

# Governance

## *Executive management*

### **Executive Management Committee profiles**

#### **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.

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.

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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 and agencies 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.

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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#### **Alison Spruce**

##### **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 and the Executive Management Committee.

Alison holds a Master of Business Administration, a Bachelor of International Business and a Post Graduate Diploma in Education.

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## **Rowena Richardson**

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

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 AEDP within the Office of the IGEM.

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**

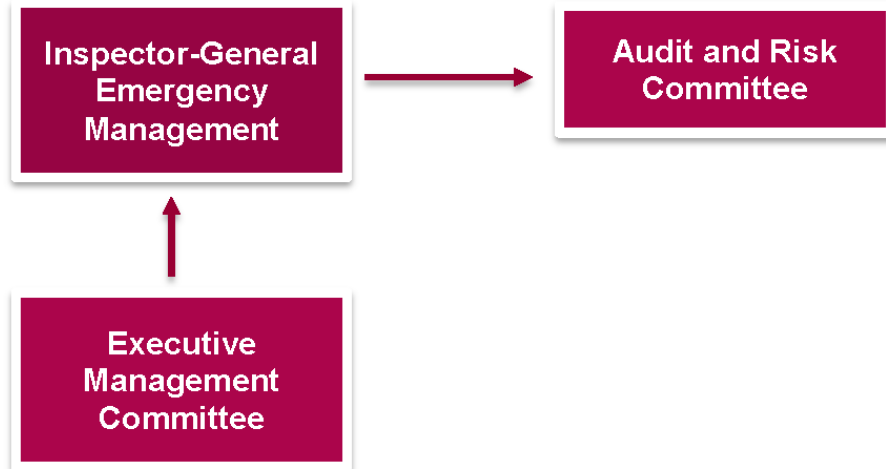
The Director, Community and Stakeholder Engagement oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public for the Office of the IGEM. The role also provides strategic advice to the Inspector-General and the Executive Management Committee 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 Executive Management Committee and the Public Safety Portfolio Audit and Risk Committee.



The Public Safety Portfolio Audit and Risk Committee provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically. For further information about the Public Safety Portfolio Audit and Risk Committee refer pages 9-10.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (the Board) (inaugural meeting held 16 May 2016). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

### Executive Management Committee

The Executive Management Committee 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 IGEM 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 2015-16, the committee met on 12 occasions.

#### Committee members

- Iain MacKenzie AFSM, Inspector-General Emergency Management (Chair)
- Mike Shapland MBE, 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**

In 2015-16, the Executive Management Committee:

- provided strategic oversight for all IGEM reviews, assurance activities and major projects
  - endorsed the Office of the IGEM Strategic Plan 2016-2020
  - endorsed the Office of the IGEM Operational Plan 2016-2017.
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## *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 and 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 (CCC) 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**

Induction training is provided to Office of the IGEM employees as required. The induction training includes identifying aspects of negative workplace behaviours as well as an overview of the *Code of Conduct for the Queensland Public Service*.

The Office of the IGEM has retained partial responsibility for public sector ethics and code of conduct training for its employees, with Conflict Management Services within the Human Resources Division, PSBA providing training upon request.

## *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 2015-16 with findings/issues requiring consideration by, or impacting on, the Office of the IGEM:

- **Review of the PSBA**

The Public Service Commission undertook an independent review of the PSBA from May to November 2015. The review considered the scope, function and structure of the PSBA to ensure it effectively supports public safety service delivery to the community.

The review involved extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio, and relevant external stakeholders.

The final report was tabled in Parliament on 17 February 2016 and is available online at [www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html](http://www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html).

The final report identified eight recommendations, including revising the scope of the PSBA, and implementing a new operating model and governance structure. The Queensland Government accepted the recommendations of the review with the exception of recommendation 6 (to transfer the Police Air Wing to QPS). Further work will be progressed on this recommendation.

The PSBA Interim Board of Management (BoM) was established in 2016 to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place.

The Interim BoM consists of the Commissioner, QPS, Ian Stewart (Chair), the Commissioner, QFES, Katarina Carroll and an appointed external member, Geoff Waite, Assistant Under Treasurer, Queensland Treasury. The Interim BoM convened its first meeting on 16 May 2016 and met again on 14 June 2016.

In line with the review recommendations, a number of functions transitioned to the QFES and QPS by 1 July 2016, and all substantive police officer positions returned to the QPS from the PSBA.

In addition, in order to implement the key review recommendations, a number of legislative amendments are required and on 24 May 2016, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, introduced the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) into Parliament.

The Bill proposes to implement various recommendations of the review by amending legislation to:

- amend the functions of the PSBA
- establish the PSBA Board of Management
- change the role of the PSBA Chief Executive Officer to PSBA Chief Operating Officer
- finalise the machinery-of-government changes that will allow Blue Card Services to transition to the DJAG, and allow for the comprehensive integration of State Government Security into the QPS.

The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

- **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.

- **Confidential information**

In May 2016, the CCC released a paper on confidential information examining unauthorised access, disclosure and the risks of corruption in the Queensland public sector. The paper contains examples of inappropriate access or use of confidential information, risks of improperly using confidential information, case studies and findings of the CCC's audit into how agencies handle misuse of confidential information.

PSBA manages privacy and right to information services on behalf of the Office of the IGEM and has reviewed the CCC's paper. It is expected that PSBA will address issues raised in the paper on behalf of the Office of the IGEM in the future.

The paper is available online at [www.ccc.qld.gov.au/research-and-publications](http://www.ccc.qld.gov.au/research-and-publications).

- **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 are available online at [www.qao.qld.gov.au/reports-tabled-in-2015-16-financial-year](http://www.qao.qld.gov.au/reports-tabled-in-2015-16-financial-year).

- Report to Parliament 1: *Internal control systems 2014-15*

The report summarises the results of QAO's evaluations of the systems of financial control and its selective testing of the internal controls that operated within the 21 government departments during 2014-15. The report also includes evaluations of the effectiveness of internal financial management reporting and an examination of the disaster recovery planning used in four departments to recover their computer systems after a disruptive event, such as floods or power outages.

While the Office of the IGEM was not one of the four departments examined for disaster recovery planning, the Office is aware of the risks to its circumstances and future planning. PSBA's Frontline and Digital Services Division has an ongoing program of work regarding business continuity planning and disaster recovery. The program focuses on critical systems used by the Office of the IGEM, QFES, QPS and the Queensland Ambulance Service (QAS) and includes Disaster Recovery Plans for all critical components of the systems, test strategies and plans. From a governance perspective, the division has a Continuity Management Team and Disaster Recovery Management Group who are the key players in a continuity event, and these teams are educated through scenario testing and process familiarisation to ensure they are prepared for a critical event.

The QAO report did not refer to the financial controls and internal management reporting elements of the Office of the IGEM.

- Report to Parliament 6: *State public sector entities: 2014-15 financial statements*

In 2014-15, Queensland's state public sector delivered services and goods to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all state public sector entities must report on their finances and have them audited. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of the financial management of public sector agencies.

The report discusses the status and nature of the audit opinions QAO issues; comments on the timeliness and quality of financial reporting; and explains how QAO assessed the key audit matters disclosed by state public sector entities.

The report refers to the Office of the IGEM's statutory date for certification of the 2014-15 financial statements, and the complexities related to attributing amounts for below fair value services received from the PSBA. In 2015-16, supported by PSBA, the Office of the IGEM consulted with the QAO and implemented strategies to facilitate certification of the financial statements by the statutory date of 31 August 2016.

The report also refers to the QAO's results of a controls assessment of the LATTICE payroll system (used by the Office of the IGEM, QFES, Queensland Corrective Services (QCS) and the QAS) which is outside of vendor support. The QAO assessed as low risk that this issue could result in misreported figures in the financial statements. The Office of IGEM will migrate from LATTICE to Aurion with the first pay to be run in July 2016, mitigating the risks raised in the report. An update on the Human Resource Information Solution (HRIS) project to replace the LATTICE payroll system is provided on page 42.

– Report to Parliament 13: *Cloud Computing*

The audit examined how well departments are adopting the Queensland cloud computing strategy in modernising their information and communications technology (ICT) assets and services to deliver business value while managing risks.

The Office of the IGEM has adopted the strategy and is progressing a cloud computing solution for the IGEM Stakeholder Portal, which will be used as a key communication platform during disasters.

## 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 (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 public safety portfolio *Annual Internal Audit Plan 2015-2016* was endorsed by the Public Safety Portfolio Audit and Risk Committee and approved by the former Chief Executive Officer, PSBA on 19 May 2015.

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 2015-16 include:

- full delivery of the approved portfolio *Annual Internal Audit Plan 2015-2016* through a combination of in-house and co-sourced delivery. Specific Office of the IGEM coverage included the Emergency Management Assurance Framework review
- coverage also included the following ICT and PSBA corporate activities that had an impact on Office of the IGEM operations:
  - portfolio information management – privacy and security
  - cloud computing
  - Internal Operating Level Agreements – ICT
  - ICT project governance
- no carry forward of 2015-16 audit activities
- successful negotiation and management of a co-sourced delivery model for provision of Office of the IGEM audit services.

## **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 has a dedicated records management team which provided advice and assistance to the Office of the IGEM during the reporting period resulting in improved efficiencies.

The Office of the IGEM continues to use MinCor and Recfind for hard copy files, with all electronic records stored on network drives.

No records were transferred to Queensland State Archives during 2015-16.

## *Human resources*

### **Workforce planning and performance**

#### **Workforce profile**

The total number of full-time equivalent staff for the Office of the IGEM was 21.4 as at 30 June 2016.

Between 1 July 2015 and 30 June 2016, the Office of the IGEM had one permanent staff member separate.

#### **Balance**

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
- the ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- the 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.

Balance is a program developed by the Australian Institute of Police Management (AIPM) and involves two residential workshops linked by three months of workplace development support. The first Queensland-based program – Q-Balance – 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 public safety portfolio nominations and an additional six nominations from the Australian Federal Police and the QAS. The program was so well supported that additional courses commenced in August 2015 with more planned for 2016.

Applications for 2016-17 Balance representatives are being collated.

#### **Domestic and family violence support package**

On 25 November 2015, the Public Service Commission released a whole-of-government domestic and family violence support package which details support options available in the workplace including:

- a minimum of ten days paid special leave
- flexible working arrangements
- reasonable workplace adjustments
- counselling support services.

It also outlines the roles and responsibilities of managers and employees.

To support the implementation of this whole-of-government initiative, the PSBA, in conjunction with the Office of the IGEM, QFES and QPS, developed the *Supporting Employees Affected by Domestic and Family Violence Policy*. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence.

An on-line learning product to improve employees' awareness of domestic and family violence issues has been developed and will be available for all staff in the public safety portfolio in late 2016. A managers' face to face training package has also been developed for roll out in late 2016 for frontline leadership and middle management levels.

### **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 wellbeing**

The Safety and Wellbeing Branch, within the PSBA Human Resources Division, continued to work with management, staff and the unions during the reporting period to improve employee health, fitness and wellbeing.

The HealthStart Program is offered to staff of the public safety portfolio 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.

### **Human Resource Information Solution**

The HRIS program will replace the existing payroll systems for Office of the IGEM, PSBA, QFES, QAS within Queensland Health and QCS within DJAG, with an integrated core human resource, payroll and human capital management (HCM) solution. The primary benefit of the program will be system continuity that will reduce the risk of human resource and payroll systems failing. The HRIS program outcomes are to achieve operational efficiencies through standardised and automated business processes and strategic capability to support planning and workforce management.

Consultation has occurred with the Queensland Government Chief Information Office to confirm assurance reviews and requirements for the program.

Queensland Shared Services will continue to provide payroll services for the in-scope agencies and will migrate them from LATTICE to the Aurion system. Office of the IGEM staff will migrate from LATTICE to Aurion with the first pay to be run in July 2016. QCS will be the next agency to be transitioned with an estimated completion date of April 2017.

Datacom Group Limited was contracted in January 2016 to provide HCM capability through a software-as-a-service arrangement for the Office of the IGEM and QFES. The contract includes provisions for the implementation of HCM into QAS and QCS following a successful implementation for the Office of the IGEM and QFES.

### ***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 2016 survey explored employee perceptions of matters impacting three key outcomes: agency engagement, organisational leadership and innovation, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance and provide a guide to focus organisational improvement efforts.

The 2016 survey was conducted from 18 April to 11 May. The 2015 and 2016 results for the Office of the IGEM are:

Response Rate		Agency engagement		Organisational leadership		Innovation	
2015	2016	2015	2016	2015	2016	2015	2016
100%	100%	71%	63%	80%	59%	88%	74%

### Workplace Behaviours Standard

The Workplace Behaviours Standard was introduced in March 2016 for employees of the Office of the IGEM, PSBA and QFES, and includes contractors and volunteers. The standard sets out the agencies' commitment to providing a safe and healthy workplace free from negative workplace behaviours including conduct that is either workplace bullying, sexual harassment and unlawful discrimination or a combination of two or more components.

PSBA provides a range of informal and formal workplace conflict management options to assist in maintaining a productive and positive workplace.

### Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to staff within the Office of the IGEM during 2015-16.