

## Our structure, management and values

The IGEM reports to the Honourable Mark Ryan MP, Minister for Police and Corrective Services and Minister for Fire and Emergency Services.

### Our structure



IGEM was comprised of four key streams at 30 June 2021: Legal, Monitoring and Evaluation; Research and Engagement; Governance and Reporting; and Interoperability and Innovation:

the Legal, Monitoring and Evaluation stream provides high quality independent legal advice and develops and delivers standards and evaluation activities.

the Research and Engagement stream develops and delivers strategic partnerships, communication, media, research and engagement activities.

the Governance and Reporting stream develops and delivers performance, reporting and governance activities.

the Interoperability and Innovation stream develops and delivers interoperability and innovation activities.

During 2020–21, the four streams collectively contributed to IGEM's review and assurance activities.

### Executive management

In 2020–21, a new leadership structure was established under IGEM's governance arrangements:

Executive Leadership Team – Board of Management (ELT BoM) was established as the key leadership group. It comprises the Inspector-General and four Directors and meets bi-monthly. ELT BoM provides leadership and direction, focusing on strategic management and accountabilities to support the Inspector-General in achieving efficient, effective and financially responsible management of IGEM.

Executive Management Committee (EMC) was established as IGEM's executive management group. It comprises the ELT BoM members and Executive Managers and meets bi-monthly. EMC is responsible for operational performance, focusing on operational insights and impacts on strategy.

#### *Executive Leadership Team – Board of Management Members*

*Alistair Dawson APM. EMPA, MBA, GAICD, Inspector-General of Emergency Management (Chair)*

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

Alistair brings over 40 years' policing experience in both London and Queensland to the role as Inspector-General. More than 38 years of Alistair's career in police and emergency management has been spent in Queensland where he attained the rank of Assistant Commissioner.

As a former Chair of the SDCG, Alistair has played a lead role in coordinating the whole of government response to several complex disaster events across the state. Alistair has also been awarded the National Emergency Medal for Queensland 2010 11 and bar for Tropical Cyclone Debbie. In 2021, Alistair was appointed as an Adjunct Professor within the Centre for Environment and Population Health, School of Medicine and Dentistry at Griffith University.

*Mike Shapland MBE. MBA, FRGS, Director, Interoperability and Innovation (1 August 30 June 2021) – Executive Director, Assurance and Evaluation (1 30 July 2020)*

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

Mike is a graduate of the Royal Military Academy, Sandhurst, United Kingdom. He has 25 years' experience in the British Army and significant experience in emergency management in Queensland, including in counter-terrorism and chemical hazards emergency management, cyclone and flood disaster management and biosecurity response.

*Sarah March, MPsyOrg, MSc(Psychology), BA, Director, Governance and Reporting*

The Director, Governance and Reporting provides informed, strategic advice to the IGEM and to the Minister regarding performance, reporting, governance, policy and practice in relation to the operation of IGEM. The role also directly contributed to IGEM's review and assurance activities in 2020–21.

Sarah has more than 20 years' experience in government, having worked in a diverse range of roles in psychology, organisational development, workforce strategy and policy, and governance and reporting.

*Corinne Mulholland, BJourn, Director, Research and Engagement*

The Director, Research and Engagement provides informed and high-level advice to the IGEM and to the Minister regarding media, internal communication, strategic partnerships, research and engagement in relation to disaster management. The role also provided strategic oversight and delivery of several of IGEM's monitoring, evaluation, review and assurance activities in 2020–21.

Corinne has over 15 years' experience working in senior roles across local and state government including in disaster management, police, corrective services and emergency services, health, media, marketing, economic development and strategic policy areas. She has extensive experience running large and highly effective teams across state and local government.

*Wayne Kelly, LLB, BJus, Acting Director, Legal, Monitoring and Evaluation (1 March 21 May 2021)*

The Director, Legal, Monitoring and Evaluation provides high quality independent legal advice to the IGEM and significantly influences the development and delivery of standards and evaluation across disaster and emergency management functions.

Wayne has over 20 years' experience in criminal law and has been a government lawyer for the Queensland Racing Integrity Commission and the QPS. He has been the Practice Manager for the QPS Solicitors Office and was one of the senior legal advisors to the Commissioner of Police.

*Belinda Wadley, LLB, BEd. Acting Director, Legal, Monitoring and Evaluation (7 December 2020 5 February 2021)*

Belinda has been a government lawyer for over 20 years in various government agencies, with experience in criminal and administrative law, contracts, discipline, coronial inquests and workers' compensation.

#### *Other committees*

Further information about the PSBA and IGEM Audit, Risk and Compliance Committee is on page 19.

The IGEM also participated as a standing attendee in the PSBA Board of Management and Transition Leadership Group meetings.

## Values and ethics

### *Values*

IGEM's values inform the operations of the ELT BoM, EMC and IGEM's daily activities.

During 2020–21, IGEM continued to embed and support a culture of best practice and continuous improvement. As an outcome of employee engagement about the 2020 Working for Queensland survey results, a set of shared values were developed as part of IGEM's strategic planning process. The values were presented on IGEM's *Strategic Plan 2020–24* along with the Queensland Government values.

### *Conduct and complaints*

IGEM upholds the *Code of Conduct for the Queensland Public Service* (the Code). It is included in induction for new employees. IGEM employees completed the online Code training.

There were no complaints received involving IGEM in 2020–21.

### **Human rights**

The *Human Rights Act 2019* (the Act) introduced a complaint management opportunity for people who believed that their human rights were limited in a way that contravened the Act.

There were no complaints received involving IGEM in 2020–21.