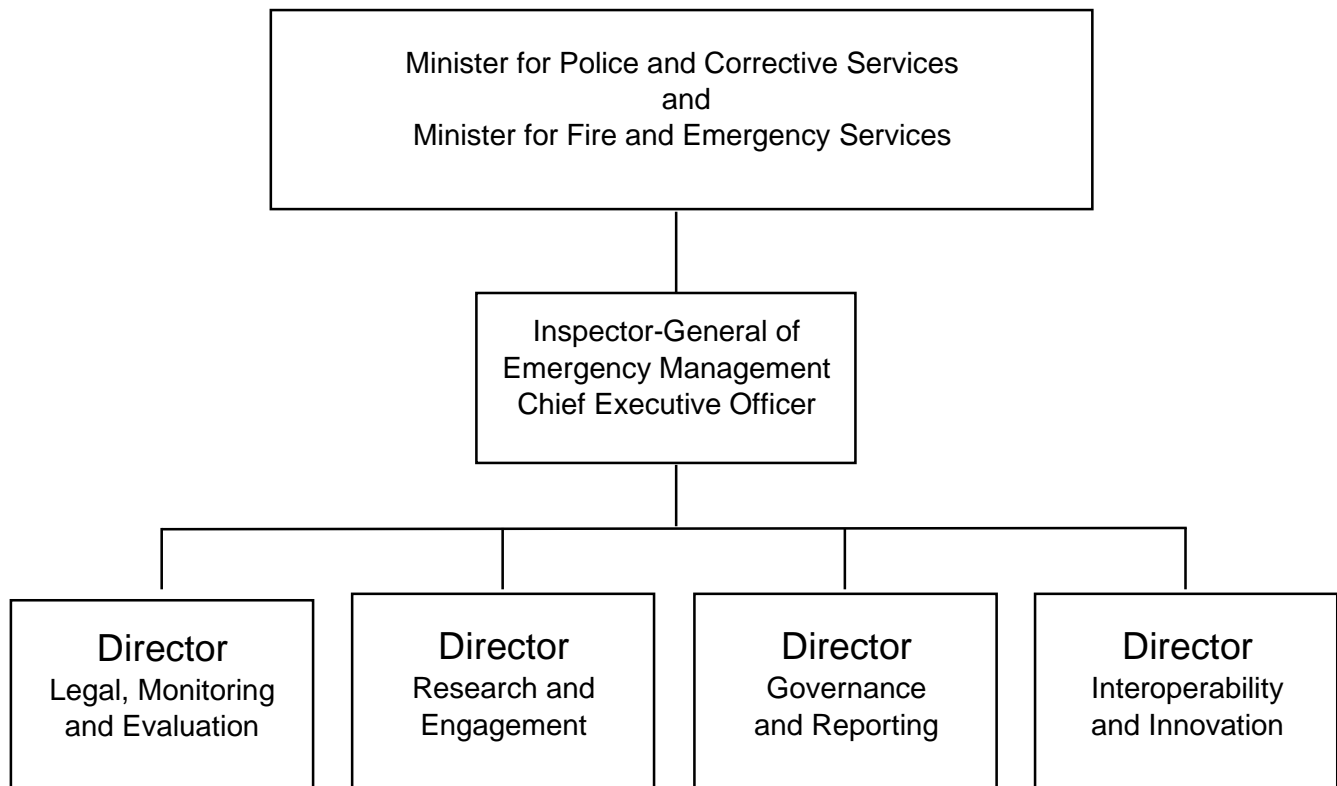


Governance- management and structure

Organisational structure

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



At 30 June 2021, IGEM was comprised of four key streams: 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, 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 corporate governance activities.
- the Interoperability and Innovation stream develops and delivers review and assurance activities and innovative solutions.

Executive management

During 2021–22, IGEM continued to embed and support a culture of best practice and continuous improvement through its two executive leadership groups:

- Executive Leadership Team – Board of Management
- Executive Management Committee.

Led by the Inspector-General and comprising of four directors, the Executive Leadership Team (ELT) continued as the key leadership group. The team meets bi-monthly with secretariat support provided by the Principal Executive Officer. It provides leadership and direction, focusing on strategic management and accountabilities to support the IGEM in achieving efficient, effective, and fiscally responsible management.

The Executive Management Committee (EMC) comprises of the ELT members, in addition to three Executive Managers, also meeting bi-monthly with secretariat support from the Principal Executive Officer. The committee supports ELT by focusing on operational insight, performance measures and strategy. Both leadership groups operate in accordance with their Terms of Reference.

Executive Leadership Team –Membership

- *Mr 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.

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

- *Mr Mike Shapland MBE. MBA, FRGS, Director, Interoperability and Innovation*

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.

Mr Shapland 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.

- *Ms Nerissa Bartlett, MBA, GradCert DM, BS (EM&E), Acting Director, Interoperability and Innovation*

Ms Bartlett was seconded to IGEM in April 2022 to relieve in the role of Director, Interoperability and Innovation following a period of leave by Mr Shapland. Ms Bartlett has over 20 years' service delivery experience in government and industry having worked in roles including disaster management, strategic planning, policy design and implementation, governance and regulation, program and project delivery.

- *Ms 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 2021–22. Ms March 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.

- *Ms 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 2021–22.

Ms Mulholland 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. Ms Mulholland has extensive experience running large and highly effective teams across state and local government agencies.

- *Mr Ian Thompson APM, MSt (Cantab), M Leadership and Management, Acting Director, Research and Engagement*

Mr Thompson commenced relieving as the Acting Director, Research and Engagement in December 2021. Mr Thompson brings over 38 years of policing experience in Queensland to IGEM. He has worked in diverse roles across Queensland including as a detective and in support roles to the Police Minister, Commissioner and State Coroner. He was part of the QPS planning group for the 2014 G20, 2018 Commonwealth Games and the QPS response to COVID-19. In 2014 Mr Thompson was awarded the Australian Police Medal.

- *Ms Kylie Mercer LLB, B Bus (Acc), Grad Dip Legal Practice, Director, Legal, Monitoring and Evaluation*

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.

Ms Mercer was admitted as a solicitor in January 2001 and has worked in a range of legal and leadership roles at Legal Aid Queensland, Queensland College of Teachers, Workplace Health and Safety and the Parole Board Queensland where she led significant change and delivered strong outcomes. Ms Mercer has held various. Prior to commencing at IGEM, Ms Mercer was engaged as Registrar at the Board of Professional Engineers of Queensland.

Public Sector Ethics

Conduct and complaints

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

There were zero complaints received involving IGEM in 2021–22.

Between 2021-22, there were zero cases involving allegations of corrupt conduct and/or misconduct, and zero public interest disclosures received.

Human rights

Human rights information is included in the induction program for new employees. All employees completed the online Code training.

In 2021-22, IGEM commenced a review of IGEM-owned Human Resource policies in the context of demonstrating respect for human rights. IGEM maintains a *Human Rights Handbook* to provide guidance about human rights and decision-making.

There were zero human rights complaints received involving IGEM in 2021–22.

Queensland public service values

IGEMs values align with the Queensland Public Service values and behaviours. These values inform and guide operations of the ELT BoM, EMC and daily activities.

During 2021–22, IGEM continued to embed and support a culture of best practice and continuous improvement as presented on IGEM's [Strategic Plan 2021-25](#).

Governance - risk management and accountability

Risk management

IGEM has established appropriate internal control and risk management systems in accordance with the *Financial Accountability Act 2009*.

The ELT and EMC monitored risks monthly. This included:

- monitoring and mitigating risks associated with transitioning corporate support provided to IGEM to the QPS
- updating IGEM's risk appetite statements
- reviewing IGEM's strategic risk register
- monitoring and mitigating risks associated with South East Review.