

# Management and structure

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## Executive management

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### *Experience and performance*

The Executive Management Team provides the necessary leadership for the Public Trustee to achieve its strategic direction and goals, led by The Public Trustee of Queensland and drawing on the expertise of others when required.

### **Peter Carne**

#### *The Public Trustee of Queensland*

Peter Carne brings over 30 years legal expertise to his statutory appointment as The Public Trustee of Queensland, a role he held from 2009 to 2014 and holds currently after being re-appointed in 2016. In addition to managing his own legal practice, Peter has held a number of public roles including Chief Executive Officer of the Queensland Law Society, Commissioner of the Queensland Legal Aid Commission and Director of the College of Law (Queensland). He has also held a number of honorary positions including President of the Queensland Law Society, Chair of the Queensland Law Society Specialist Accreditation Board and Director of the Queensland Law Foundation.

In 2003, Peter was awarded the Centenary Medal for his contribution to the legal profession. He has a Bachelor of Arts and a Bachelor of Laws from the University of Queensland and is a Fellow of the Australian Institute of Company Directors. In 2017, he was presented with life membership of the Queensland Law Society.

From 1999 until 2007 he was a board member of Tarong Energy Corporation and was a board member of Australia Post from 2009 to 2015, chairing the Audit and Risk Committee.

Peter graduated with an Executive Graduate Certificate in Business (Leadership through Coaching and Mentoring) with the QUT Business School in 2017. He is now undertaking an Executive MBA through the QUT Business School.

Peter is committed to ensuring the future sustainability of Queensland's Public Trustee and achieving the vision to be the independent trustee for Queenslanders providing security and peace of mind.

### **Mark Crofton**

#### *Deputy Public Trustee and Official Solicitor*

Mark Crofton is the Deputy Public Trustee and Official Solicitor. In the latter role Mark heads the Office of the Official Solicitor, providing in-house legal advice to The Public Trustee of Queensland in his many and varied capacities.

Mark has a Bachelor of Arts and a Bachelor of Laws (Hons) from the University of Queensland and a Masters of Laws from QUT. He was a 2011 Churchill Fellow. Mark has extensive experience practising law in both the private and public sectors and has spent a large part of his career undertaking legal work in relation to succession, trusts and clients with a disability.

## **Amanda MacDougall**

### ***Executive Director, Client Experience & Delivery***

Amanda MacDougall commenced with the Public Trustee in May 2017 as Executive Director, Client Experience & Delivery. In this role, Amanda is responsible for the customer experience across all product and service lines including regional service delivery, channel strategy and business growth via new business and product development. Her career spans 20 years, 15 of which have been in senior management roles leading large multi-disciplinary teams including operations, customer service, customer loyalty programs, sales, marketing, business development and general management across a diverse range of industries such as mining, banking, public sector and, most recently, financial services.

Amanda is committed to delivering robust commercial outcomes through an unrelenting focus on the customer, galvanising teams to execute the Strategic Plan. Her key focus is to lead the strategic change program to invigorate the customer experience across all product and service lines for the Public Trustee. Amanda has completed various business studies including the Company Director's Course™ with the Australian Institute of Company Directors.

## **Justine Callaghan**

### ***Executive Director, Investment & Finance Services & CFO***

Justine Callaghan was appointed in February 2018 as the Executive Director, Investment & Finance Services & CFO. Justine is responsible for the financial management and investment frameworks of the Public Trustee. Prior to this appointment, Justine was the Acting Executive Director, Investment & Finance Services & CFO from June 2017; her former role within the Public Trustee was the Director Finance from October 2015. Justine has extensive experience in senior finance leadership roles predominantly in the mining industry, in particular with Glencore (formally Xstrata and Mount Isa Mines Limited).

Justine has a Bachelor of Commerce (majoring in Accounting) from the University of Southern Queensland and is a Certified Practising Accountant. Justine is a graduate of the Australian Institute of Company Directors' Company Directors Course™.

## **David Cook**

### ***Executive Director, Digital & Technology***

David Cook commenced as the Executive Director, Digital & Technology in April 2017 and is accountable for Digital Business and Technology Strategy, Enterprise Change, Information Systems and Records Management for the Public Trustee. His career has included roles leading operations, strategy, customer service, account management, security/business resilience, continuous improvement, consultancy, merger and acquisition and commercial management across defence, retail, high technology, resources and financial services.

David has a Bachelor of Business (Dist), an MBA (Dist) and has undertaken training in Digital Design, Behavioural Finance, Negotiation, Six Sigma, Lean, Total Quality Management, Risk Management, Sales Systems and Technology Governance. David is a graduate member of the Australian Institute of Company Directors and is an experienced not-for-profit Director and Chair.

## **Erica Gallagher**

### ***Senior Director, Human Resource Services***

Erica Gallagher commenced in January 2016 as the Director Human Resources. Erica's role was later changed to Senior Director, Human Resources & MarComms when the executive management structure was reviewed in 2016. Erica's career spans over 30 years, 15 of which have been in senior leadership roles. Erica has worked in government and the not-for-profit disability sector in Western Australia. Erica is committed to contemporary human resource practice and the enhancement of the human resource profession by focusing on employee engagement, organisational culture, diversity of perspective, capability enhancement, performance development and managing the complexity of the workforce in a global environment of digitalisation and intergenerational challenges.

Erica was the Australian Human Resources Institute (AHRI) Western Australia State President and is currently a Councillor on the AHRI Queensland Council.

## **Josephine Giles**

### ***Senior Director, Governance & Risk***

Josephine commenced as Senior Director, Governance & Risk in May 2017. In this position, Josephine is responsible for leading all governance and related functions for the Public Trustee, including government relations, statutory reporting, risk management, complaints management, fraud and corruption control, business continuity planning, information privacy, right to information and administrative access and release. Josephine has extensive experience across Queensland Government agencies including Queensland Health, Queensland Treasury and the Department of the Premier and Cabinet.

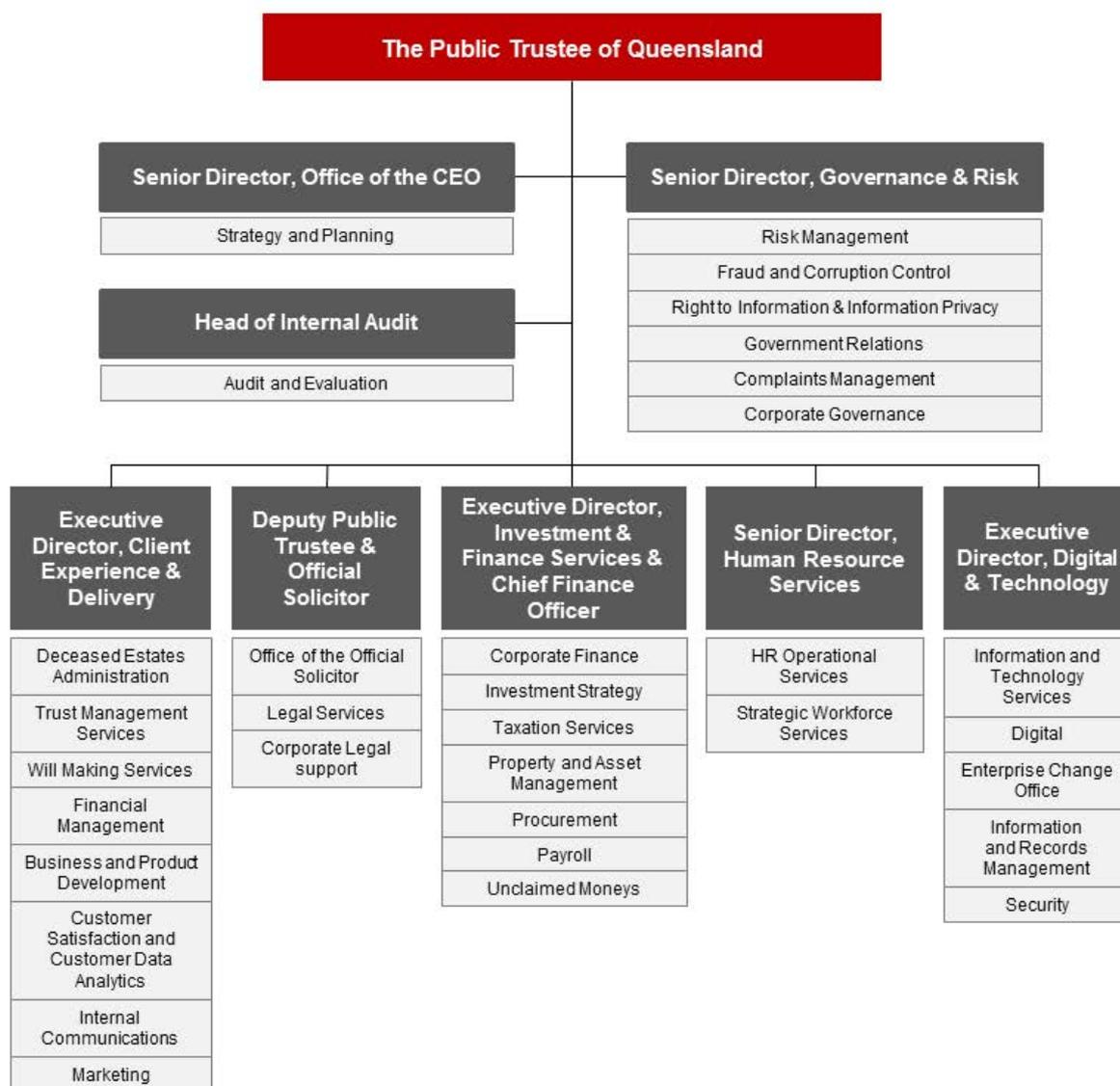
Josephine has a Bachelor of Commerce (majoring in Accounting and Finance) and a Graduate Certificate in Policy Analysis from Griffith University. She is a graduate member of the Australian Institute of Company Directors.

## **Elissa Pearse**

### ***Senior Director, Office of the Chief Executive Officer***

Elissa commenced as Senior Director, Office of the CEO following a period of service as Director Strategy and Risk. Elissa works closely with The Public Trustee of Queensland and the Executive Management Team on strategy and business planning, and provides secretariat support to the ARMC.

Elissa has a Bachelor of Business (majoring in Banking and Finance) and a Bachelor of Laws (Hons) from QUT and a Graduate Diploma in Legal Practice from the College of Law, Sydney. She has over 10 years' experience in the financial services industry in the United Kingdom and Australia.



## Senior internal management committees

The Public Trustee has established a range of internal committees to support all areas of operation. The committees have varying roles and functions and are established for specific purposes either because of a legislative imperative or in response to the needs of the organisation.

Internal committees play an important role in helping to meet compliance obligations.

These committees are an integral part of our governance arrangements that also include performance reporting and internal and external conformance to ensure that better practice and standards are applied and adhered to in all areas of our operations.

## Executive Management Team

The EMT is the senior leadership team for the Public Trustee. The purpose of the EMT is to:

- support The Public Trustee of Queensland in meeting the responsibilities outlined in the *Public Trustee Act 1978* and other relevant legislation
- provide leadership, direction and guidance to ensure that the Public Trustee provides quality trustee, estate and financial administration services to the people and Government of Queensland.

The EMT undertakes the following functions:

- determining the Public Trustee's vision, purpose, and strategic objectives
- developing and monitoring implementation of strategic initiatives
- making recommendations to the Public Trustee in relation to strategic planning, policy setting, budget and resource allocation
- identifying strategies and building organisational capability to the future sustainability of the Public Trustee
- promoting a risk management culture and committing to organisational risk management principles including assessing the material business and strategic risks facing the organisation
- ensuring the:
  - efficient, effective and equitable use of current and future Information and Communication Technology (ICT) resources
  - contribution towards business direction at an agency, cross-agency, government and cross-jurisdictional level.

Membership of the EMT is determined by The Public Trustee of Queensland. The members as at 30 June 2018 were:

- The Public Trustee of Queensland (Chair)
- Deputy Public Trustee and Official Solicitor
- Executive Director, Client Experience & Delivery
- Executive Director, Investment & Finance Services & CFO
- Executive Director, Digital & Technology
- Senior Director, Human Resource Services
- Senior Director, Office of the CEO
- Senior Director, Governance & Risk.

The EMT met 27 times during 2017–18.

## **Organisational Performance Group**

The role of the Organisational Performance Group (OPG) is to provide a forum to share information across the Public Trustee through:

- overseeing the implementation of the Public Trustee's operational and specific purpose plans developed to support the Strategic Plan
- monitoring ongoing organisational performance.

The core functions of the OPG are to:

- monitor and review organisational performance against delivery of existing priorities, operational and specific purpose plans
- monitor organisational performance against key metrics
- ensure appropriate action is being taken where necessary to address any performance issues
- share information in relation to future developments that may impact strategic direction including policy changes, technological developments, research activities and legislative and regulatory requirements.

Membership of the OPG is determined by The Public Trustee of Queensland. The members as at 30 June 2018 were:

- The Public Trustee of Queensland (Chair)
- Deputy Public Trustee and Official Solicitor
- Executive Director, Client Experience & Delivery
- Executive Director, Investment & Finance Services & CFO
- Executive Director, Digital & Technology
- Senior Director, Human Resource Services
- Senior Director, Office of the CEO
- Senior Director, Governance & Risk
- Director, Finance
- Director, Investment & Taxation Services
- Director, Property
- Director, Estates & Trusts
- Director, Disability Services
- Director, Regional Services
- Director, Client Experience
- Deputy Official Solicitor
- Director, Legal Services
- Chief Information Officer
- Manager, Marketing & Communication
- Head of Internal Audit.

OPG met 12 times during 2017–18.

## Workplace Health and Safety Committee

The Public Trustee has a Workplace Health and Safety (WH&S) Committee to ensure compliance with the *Work Health and Safety Act 2011*.

Members of the committee are:

- Senior Director, Human Resource Services (Chair)
- Manager, HR Operational Services
- Senior Coordinator, WH&S & Injury Management
- Coordinator, WH&S & Injury Management
- Property Manager
- Health and Safety Representatives (HSRs) from each regional location and one from each floor in the Brisbane office
- Regional Managers (where the regional office has not nominated a HSR).

The committee met four times during 2017–18.

## Establishment Review Committee

As a result of a review and streamlining of the Public Trustee Human Resource Delegations in December 2017 and updates in vacancy approval processes, the Establishment Review Committee was disbanded in December 2017.

## Agency Consultative Committee

The key objective of the Agency Consultative Committee (ACC) is to provide a mechanism for management and Union delegates to identify, raise and discuss current or emerging issues such as workload management, organisational change, training and development and other related matters.

The ACC core membership includes:

- a Union Organiser
- three Union Delegates
- Senior Director, Human Resource Services (Chair)
- Executive Director, Client Experience & Delivery
- Executive Director, Investment & Finance Services & CFO
- Principal Industrial Relations Officer
- Executive Officer (minute taker).

The committee met five times during 2017–18.

## Strategic Asset Management Committee

The objectives of the Strategic Asset Management Committee are to:

- coordinate the development, review and update of the Public Trustee's Strategic Asset Management Plan and monitor progress of key initiatives
- act as the Program Board for organisational projects, including reviewing and endorsing project mandates, briefs and business cases for recommendation to the EMT, including funding and prioritisation.

Members of the committee are:

- Executive Director, Investment & Finance Services & CFO (Chair)
- Director, Investment & Taxation Services
- Director, Regional Services
- Director, Estates & Trusts
- Director, Client Experience
- Director, Disability Services
- Director, Property
- Director, Finance
- Chief Information Officer
- Deputy Official Solicitor.

Standing invitees are:

- The Public Trustee of Queensland
- Deputy Public Trustee & Official Solicitor
- Executive Director, Client Experience & Delivery
- Executive Director, Digital & Technology
- Senior Director, Office of the CEO
- Senior Director, Governance & Risk
- Senior Director, Human Resource Services
- Manager, Enterprise Change Office.

Observers and other participants include Project Senior Responsible Officers and Project Managers, as required.

The committee met nine times during 2017–18.

## Boards and committees with external membership

### Public Trust Office Investment Board

The Public Trust Office Investment Board (the Board) is established under Section 21(1) of the Public Trustee Act 1978. The functions of the Board are to:

- control and manage the investments of the Common Fund
- provide advice to the Public Trustee on the investment management of the Public Trustee of Queensland Growth Trust.

Significant achievements of the Board in 2017–18 were:

- reviewed the credit policy, taking into consideration the risk appetite of the organisation and the counterparty risks that prevail in the global financial environment
- reviewed the operating limits for interest rate risk
- approved and monitored the investment strategy of the Common Fund taking into consideration the continued historically low yield environment
- endorsed the interest rates payable to clients
- endorsed the Terms of Reference for the Board
- approved the Investment Policy Guidelines for the Common Fund
- approved the sale of three property assets held within the Common Fund.

The Public Trustee of Queensland Growth Trust is not exempted from audit by the Auditor-General.

Remuneration					
Position	Name	Meetings/ sessions/ attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received (GST exclusive)
The Public Trustee of Queensland	Peter Carne	3	N/A	N/A	N/A
External Member	Henry Smerdon	3	Meeting fee - 4 hours or less \$400	N/A	\$1,200
External Member	Sandra Birkenleigh	3	Meeting fee - 4 hours or less \$400	N/A	\$1,200
Officer of the Department administered by the Treasurer	Warwick Agnew	1	N/A	N/A	N/A
	Geoffrey Waite	2	N/A	N/A	N/A
No. scheduled meetings	3				
Total out of pocket expenses	N/A				

Under the *Public Trustee Act 1978*, the Public Trust Office Investment Board must consist of at least three members, one of whom shall be The Public Trustee of Queensland and one of whom shall be an officer of the Department administered by the Treasurer.

Mr Warwick Agnew's appointment to the Public Trust Office Investment Board ended in November 2017. Following Mr Agnew's term coming to an end, the Governor-in-Council approved that Mr Geoffrey Waite be appointed as the Treasurer's representative to the Board from 16 March 2018 to 15 March 2021.

The Public Trust Office Investment Board has adopted the *Code of Conduct for the Queensland Public Service*.

## **Audit and Risk Management Committee (ARMC)**

The ARMC is an independent advisory body established to assist The Public Trustee of Queensland in fulfilling his responsibilities as the Accountable Officer under the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other relevant legislation.

The ARMC operates under terms of reference established in accordance with the *Audit Committee Guidelines – Improving Accountability and Performance* published by Queensland Treasury.

The committee assists with reviewing:

- financial statement preparation processes and oversight
- the risk management framework
- the fraud and corruption control framework
- internal audit plans for endorsement
- actions from internal and external audit reviews.

The ARMC met four times during 2017–18.

Voting members of the ARMC for 2017–18 were:

<b>Name</b>	<b>Details</b>
Sandra Birkenleigh	External Chair
Glenn Poole	External Member
Janine Walker	External Member
Mark Crofton	Nominated representative of The Public Trustee of Queensland

Standing invitees of the ARMC are:

- The Public Trustee of Queensland
- EMT members
- Queensland Audit Office (QAO)
- Head of Internal Audit.

The recommendations made by QAO during 2017–18 were considered by the committee and are being appropriately addressed by management.

## Member profiles

**Sandra Birkenleigh, Chair** is an experienced non-executive director currently holding a number of Board positions, including with the NDIA. She is a Council member of the University of the Sunshine Coast and Chair of their Audit and Risk Committee, and an independent member of the Audit Committee of the Reserve Bank of Australia. A qualified chartered accountant, she was formerly a partner of PricewaterhouseCoopers.

**Glenn Poole, External Member** is a former Auditor-General of Queensland. Glenn is a member of several audit and risk management committees.

**Janine Walker, External Member** is an experienced Chair and Board Director and an Adjunct Professor in the Griffith Business School. She is currently Chair of the Board and a member of the Finance Committee and the Audit and Risk Management Committee of the Metro South Hospital and Health Service, and the independent Chair of the Workplace Relations Committee of the Queensland Catholic Education Commission.

**Mark Crofton, Deputy Public Trustee and Official Solicitor, Nominated Representative of The Public Trustee of Queensland** - refer to page 23.

### Remuneration payments

Remuneration to external members during the 2017–18 financial year is detailed below.

Remunerated committee members	Amount (GST exclusive) <sup>2</sup>
Sandra Birkenleigh	\$18,700
Glenn Poole	\$12,500
Janine Walker	\$12,500
<b>Total</b>	<b>\$43,700</b>

Voting members are required to comply with the *Code of Conduct for the Queensland Public Service* during their term.

<sup>2</sup> Includes fees outstanding for services provided during 2017–18.

## Public Sector Ethics

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Our employees are bound by the *Code of Conduct for the Queensland Public Service*. The Public Trustee maintains high ethical standards that support and underpin our fiduciary responsibilities.

Our Strategic Plan has an emphasis on the delivery of quality frontline services by providing our clients with professional and effective services in a responsive manner. To deliver quality frontline services, we must have competent employees who act in an ethical manner.

In delivering quality services, we continued to enhance our culture as an ethical workplace through a range of strategies which raised awareness of ethical standards and which supported ethical decision making and behaviour. In 2017–18, those strategies included:

- educating employees about ethical standards required in the workplace through our orientation program and mandatory online compliance training including:
  - Code of Conduct
  - fraud and corruption control
  - information privacy
  - Right to Information
  - complaints management
  - recordkeeping and file management
  - cyber security awareness.
- supporting line managers in inducting new staff by providing the following resources on our intranet:
  - induction guidelines
  - induction planner
  - new employee induction manual.
- complying with the *Public Service Act 2008* and the *Public Sector Ethics Act 1994*
- promoting to all employees the Public Service Commission Directive on declaring gifts and benefits received, given and declined
- updating our Fraud and Corruption Control policy, procedure and plan
- complying with the *Public Interest Disclosure Act 2010* through having the required policy and procedures available on our website
- reviewing human resource policies and procedures to align with the Queensland Public Service values and *Code of Conduct for the Queensland Public Service*.

## Public Sector Values

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The Queensland Public Service values are the cornerstone of our workplace culture and are underpinned by the *Public Sector Ethics Act 1994* and the *Code of Conduct for the Queensland Public Service*.

During 2017–18, we continued to embed and implement the values into our organisation as demonstrated below.



### Customers first

- We continued to provide quality frontline services in estate administration, financial management, trusts management and the Will and EPA making service
- We operated five Centres of Excellence for Testamentary Trusts, Minors Trusts, Group Housing, Residential Care and Advanced Residential Care to provide better services for these client groups
- We provided ongoing sponsorship to the Department of Communities, Child Safety and Disability Services' *No excuse for elder* abuse campaign
- We undertook annual client satisfaction surveys to measure how we are meeting our clients' expectations
- We have committed to providing specialised technical training to Trust Officers at all levels in order to provide excellent service to clients and to minimise risk
- We developed our Client Service Charter in consultation with employees from across the Public Trustee. The charter is aligned to our values and our vision. It is our public commitment to our clients about the client experience they will receive from us.



### Ideas into action

- We invested in the enhancement of technology and review of service delivery models and locations to better meet growing and changing demographic needs of Queenslanders
- We upgraded facilities to better service our regional and remote clients
- We delivered enhancements to frontline service delivery in response to client satisfaction survey outcomes
- We delivered the Evolving Business Capability Conference 2017 to 96 middle and senior managers. This professional development conference focused on creating innovative thinkers and evolving capabilities that encourage new ways of delivering services aligned to our Strategic Plan.



### Unleash potential

- We continued to provide professional and industry standard training to employees to equip our workforce with the right skills, knowledge and attitude to meet client and stakeholder expectations. This includes specialised, organisation specific, mandatory online compliance training and technical training for frontline service delivery employees and managers
- We delivered the Corporate Orientation program every eight weeks to new employees
- We continued to provide assistance to employees to build capabilities of individuals and teams aligned with performance planning and development through the Study and Research Assistance Scheme (SARAS) and other external training programs.



### **Be courageous**

- The Public Trustee has implemented a Leadership and Management Development Program in partnership with QUT. This program aims to develop and reinforce the key strategic leadership skills and behavioural dynamics required of our middle managers in the workplace to drive innovation and maintain a contemporary environment. The first cohort of 31 participants graduated in August 2017, and the second cohort of 27 participants commenced in February 2018.
- We delivered a total of 27 Values In Action workshops and Confident Customer Conversations training to 512 employees across the State focusing on accountability and responsibility in the workplace.



### **Empower people**

- We facilitated workshops across the Public Trustee to raise awareness of the Queensland Public Service values and to build accountability and ultimately a high performance culture
- We developed and implemented a range of initiatives as a result of the feedback received through the Working for Queensland Survey
- The Client Experience & Delivery Induction program provides new Trust Officers with basic foundational skills and knowledge within the first six weeks of joining our organisation. The aim of the program is to provide them with consistent technical induction as they begin their career with the Public Trustee.

## **Working for Queensland Survey 2017**

Our staff participated in the 2017 Working for Queensland Survey conducted in August 2017. A total of 459 Public Trustee employees participated in this survey and answered questions relating to employee engagement, job empowerment and their perception about leadership within the organisation. Following the 2017 survey, three areas of focus were validated for action: organisational leadership, workload and health, and workplace fairness. The following key initiatives were implemented and are ongoing to address the survey results:

### **Organisational leadership**

- delivery of the second cohort of the Leadership Management and Development Program for middle managers
- our *Strategic Plan 2016–2020* was updated and communicated by executive and senior management together with how our employees can best support the delivery of initiatives.

### **Workload and health**

- increased focus on WH&S with the completion of inspections and assessments of all regional office locations
- enhancement of the Workplace Health and Safety Management System (WHSMS) consisting of policy and procedures
- Client Experience & Delivery – a multi-faceted approach to workload has been adopted with capability reviews and re-assignment of resources to meet demands
- providing job security by stabilising the workforce through permanent appointments and strategies aligning workforce structure with ongoing roles.

### **Workplace fairness**

- increased internal communication to keep employees informed on all aspects of the working environment
- enhanced focus on developing and updating policies for recruitment and selection, workplace health and safety and SARAS.