

# Management and structure

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## Executive leadership

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### *Experience and performance*

The Executive Leadership Team provides the necessary guidance 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 CEO 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.

### **Samay Zhouand\***

#### *Acting Public Trustee of Queensland and CEO*

Samay Zhouand has more than 17 years' experience in legal, accountability, governance and risk management advice and decision-making across government. Samay started his career as a lawyer with the former Department of Employment, Training and Industrial Relations. In his substantive role, Samay is the Chief Inspector of Queensland Corrective Services where he leads the objective and evidence informed scrutiny of the correctional system in Queensland.

Samay has a background in accountability, which is grounded in good administrative decision-making practices, integrity, objectivity and risk management. He has led multiple key functions ranging from legal services, information rights and ethical standards to internal audit and inspectorate functions, as well as acting in other key senior executive roles.

Samay has introduced key innovative governance, performance management, and operational effectiveness initiatives that advanced administrative outcomes. These include the establishment of an independent Probation and Parole inspection framework and key research insights and projects such as resilience programs, behavioural economics experiments and Australia's first full MQPL+ Survey (measuring the quality of prison life) in collaboration with Cambridge University.

A barrister, Samay holds a Bachelor of Laws with Honours and a Bachelor of Arts, as well as qualifications in business and government.

Samay is committed to ensuring that the Public Trustee continues to provide a trusted, sustainable and client focused service for Queenslanders.

*\*Samay Zhou and commenced as Acting Public Trustee of Queensland and CEO on 13 June 2019.*

## **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 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.

*\*Mark Crofton left the Public Trustee on 19 July 2019 after taking a period of leave. Kathryn Williams was acting in the role of Official Solicitor at 30 June 2019.*

## **Kathryn Williams**

### ***Acting Official Solicitor***

Kathryn Williams has a Bachelor of Laws (Hons) from QUT, was admitted as a Solicitor of the Supreme Court of Queensland in 1987 and has a current Practising Certificate from the Queensland Law Society.

Commencing her career in the private sector, Kathryn then joined the Office of the Official Solicitor in 1991. Appointed as the Deputy Official Solicitor in 2012, Kathryn has previously acted as the Official Solicitor for two years (2014–2016). She has successfully completed the Practice Management Course through the Queensland Law Society.

Kathryn has extensive experience acting for the Public Trustee in both representative and corporate matters.

## **Amanda MacDougall**

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

Amanda MacDougall commenced with the Public Trustee in May 2017 as Executive Director, Client Experience and 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 and is a graduate member of the Australian Institute of Company Directors.

## **Justine Callaghan**

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

Justine Callaghan acted as the Executive Director, Investment and Finance Services and CFO from June 2017, and was appointed permanently to the role in February 2018. Justine is responsible for

the financial management and investment frameworks of the Public Trustee. 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 and a Certified Management Accountant. Justine is a graduate member of the Australian Institute of Company Directors.

## **David Cook**

### ***Executive Director, Digital and Technology***

David Cook commenced as the Executive Director, Digital and 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's focus is on establishing the Public Trustee's digital customer service channels, in addition to being the senior responsible officer leading its digital transformation program.

David has a Bachelor of Business (Dist), an MBA (Dist) and has undertaken training in Experience and Digital Design, Behavioural Finance, Negotiation, Project Management, Prosci Change Management, Six Sigma, Lean, Risk Management, Security 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 and 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 was a Councillor on the AHRI Queensland Council.

## **Josephine Giles**

### ***Senior Director, Governance and Risk***

Josephine commenced as Senior Director, Governance and 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 Pearce\***

#### **Senior Director, Office of the CEO**

Elissa works closely with The Public Trustee of Queensland and the Executive Leadership Team on strategy and business planning, and provides secretariat support to the Audit and Risk Management Committee.

Prior to joining the Public Trustee, Elissa worked in the financial services industry in the United Kingdom and Australia. 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 is undertaking an Executive MBA through the QUT Business School.

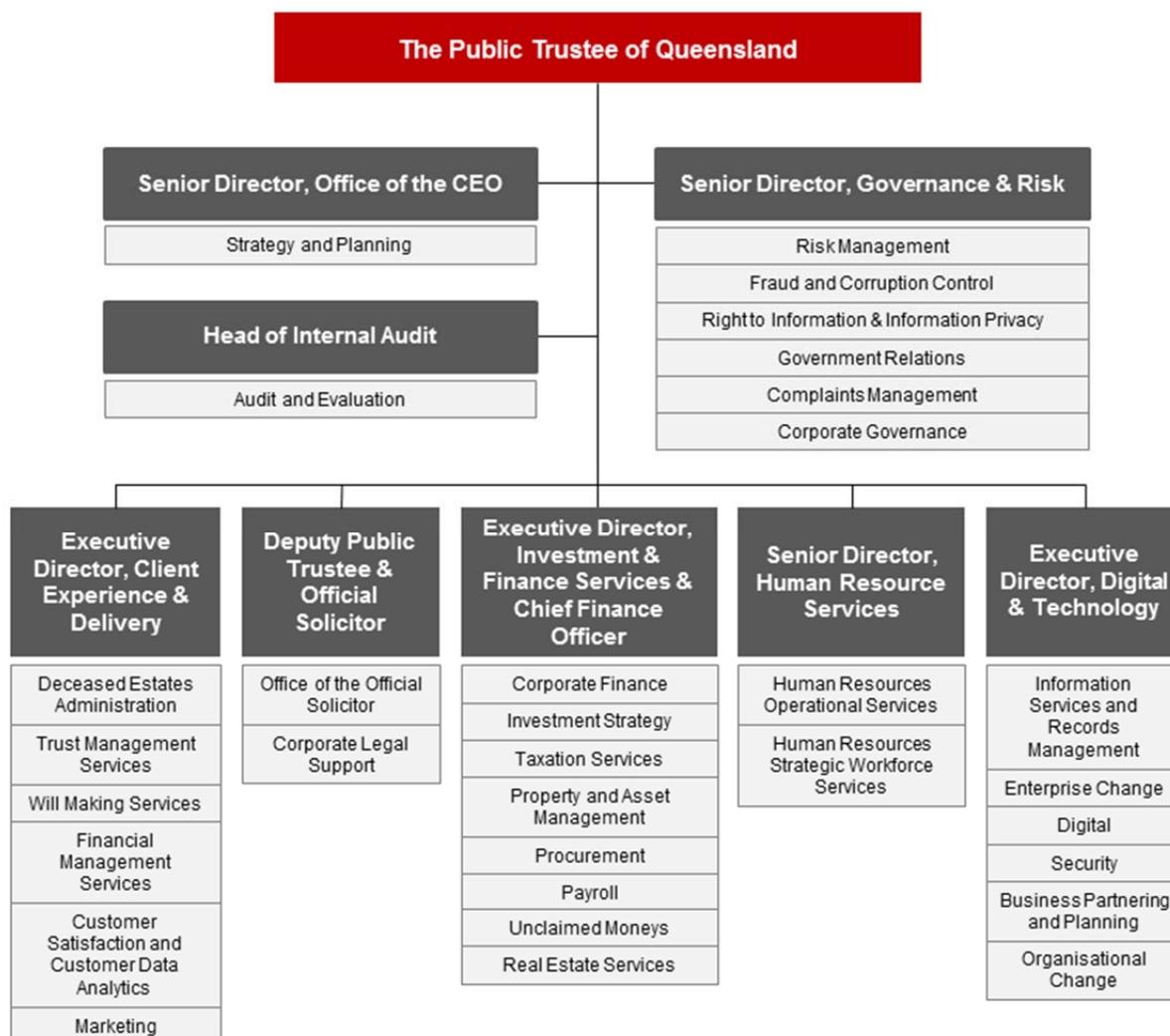
*\*Elissa Pearce performed the role of Senior Director, Office of the CEO until 7 September 2018, and is currently Acting Senior Director, Strategic Initiatives. Shelley Grace was acting in the role of Senior Director, Office of the CEO at 30 June 2019.*

### **Shelley Grace**

#### **Acting Senior Director, Office of the CEO**

Shelley commenced as the acting Senior Director, Office of the CEO following a period of service as the Business Planning and Reporting Manager within the Finance Program. Shelley works closely with the Public Trustee of Queensland and the Executive Leadership Team on strategy and business planning, and also provides secretariat support to the Audit and Risk Management Committee.

Shelley has a Bachelor of Business (majoring in Professional Accounting) from QUT and is a Chartered Accountant.



## 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.

Our leaders' membership across these governance committees demonstrates our commitment to delivering services for Queenslanders in a transparent and accountable way. Our committees are integral components of the Public Trustee's governance arrangements that also include performance reporting and internal and external conformance, to ensure we apply and adhere to better practice and standards in all areas of our operations.

## Executive Leadership Team

The ELT is the senior leadership team for the Public Trustee. The purpose of the ELT 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 ELT 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 resources
  - contribution of Information and Communications Technology resources towards business direction at an agency, cross-agency, government and cross-jurisdictional level.

Membership of the ELT is determined by The Public Trustee of Queensland. The members as at 30 June 2019 were:

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

The ELT met 27 times during 2018–19.

## Organisational Performance Group

The role of the Organisational Performance Group 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 Organisational Performance Group 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 Organisational Performance Group is determined by The Public Trustee of Queensland. The members as at 30 June 2019 were:

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

OPG met 10 times during 2018–19.

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

The committee met three times during 2018–19.

## Agency Consultative Committee

The key objective of the Agency Consultative Committee 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 committee's core membership includes:

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

The committee met four times during 2018–19.

## 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 ELT, including funding and prioritisation.

Members of the committee are:

- Executive Director, Investment and Finance Services and CFO (Chair)
- Director, Investment and Taxation Services
- Director, Regional Services
- Director, Estates and 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 and Official Solicitor
- Executive Director, Client Experience
- Senior Director, Office of the CEO
- Senior Director, Governance and Risk
- Senior Director, Human Resource Services

and Delivery

- Executive Director, Digital and Technology

- Manager, Enterprise Change Office.

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

The committee met seven times during 2018–19.

## 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, and to provide advice to the Public Trustee on the investment management of the Public Trustee of Queensland Growth Trust.

Significant achievements of the Board in 2018–19 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 and credit risks
- approved and monitored the investment strategy of the Common Fund taking into consideration the continued historically low yield environment
- endorsed revised benchmarks for interest rates payable to clients
- endorsed the interest rates payable to clients.

The Public Trustee of Queensland Growth Trust is audited 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	\$1200
External Member	Sandra Birkenleigh	3	Meeting fee - 4 hours or less \$400	N/A	\$1200

## Remuneration

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received (GST exclusive)
Officer of the Department administered by the Treasurer	Geoffrey Waite	3	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.

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

## Audit and Risk Management Committee

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

The committee 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 Audit and Risk Management Committee met four times during 2018–19.

Voting members of the Audit and Risk Management Committee for 2018–19 were:

Name	Details
Sandra Birkenleigh	External Chair
Glenn Poole	External Member (until December 2018)
Felicity Cooper	External Member (from March 2019)
Janine Walker AM	External Member
Mark Crofton	Nominated representative of The Public Trustee of Queensland (until June 2019)
Kathryn Williams	Nominated representative of The Public Trustee of Queensland (from June 2019)

Standing invitees of the Audit and Risk Management Committee are:

- The Public Trustee of Queensland
- ELT members
- Queensland Audit Office
- Head of Internal Audit.

The recommendations made by the Queensland Audit Office during 2018–19 were considered by the committee and are being appropriately addressed by management.

### ***Current member profiles***

**Sandra Birkenleigh, External Chair** is an experienced non-executive director currently holding a number of Board positions, including with the National Disability Insurance Agency. 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. Sandra has recently been appointed by the Institute of Internal Auditors-Australia as the Chair of its newly established Financial Services Committee.

**Felicity Cooper, External Member** has a strong financial, risk, technology and advisory background. A qualified Chartered Accountant, and currently Chief Internal Auditor at Brisbane City Council, Felicity is a member of the Australian Institute of Company Directors and Chartered Accountants Australia and New Zealand. Felicity has significant risk and governance experience involving complex regulators and has led multiple million-dollar digital transformation programs for Commonwealth, State and Local Governments across Australia.

**Janine Walker AM, 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** (until June 2019) - refer to page 26.

**Kathryn Williams, Acting Official Solicitor, Nominated Representative of The Public Trustee of Queensland** (from June 2019) – refer to page 26.

### **Remuneration payments**

Remuneration to external members during the 2018–19 financial year is detailed below.

<b>Remunerated committee members</b>	<b>Amount (GST exclusive)<sup>2</sup></b>
Sandra Birkenleigh	\$18,700
Glenn Poole	\$6250
Felicity Cooper	\$6250
Janine Walker AM	\$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.

## **Athena Program Board**

The role of the Board is to set the direction of the Program, drive the Program forward to deliver outcomes, realise benefits, and oversee the overall progress of the Program.

Members of the Board are:

- Executive Director, Digital and Technology (Chair)
- Executive Director, Client Experience and Delivery
- Director, Client Experience
- Executive Director, Finance and Investments and CFO
- Deputy Official Solicitor
- Senior Director, Human Resource Services
- Chief Information Officer
- Director, Digital
- External Advisor (Catherine De Ruyter De Wildt)
- Program Manager
- Executive Assistant, Digital and Technology (Secretariat)

<sup>2</sup> Includes fees outstanding for services provided during 2018–19.

Standing invitees are:

- A representative of the Governance and Risk Directorate
- A representative of Internal Audit
- A representative of the Enterprise Change Office
- All members of the ELT.

In 2019, the Program Board appointed an External Advisor to provide expert knowledge and advice on issues relevant to the program. The External Advisor is not remunerated.

The Board met 10 times during 2018–19.

### ***External member profile***

**Catherine de Ruyter de Wildt, External Member** has extensive experience in management consulting, business and Information Technology strategy, business development, client engagement and stakeholder management. With qualifications in business and management, Catherine's focus is on digital strategy development and digital transformation management. Her expertise also encompasses Information Technology and fraud risk management, human centered design, and large and complex program management.

## 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 2018–19, 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
  - cybersecurity awareness
- supporting line managers in inducting new staff by providing the following resources on our intranet:
  - induction guidelines
  - induction planner
  - new employee induction manual
- ensuring we have the relevant policies and procedures in place to support our compliance 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 2018–19, 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 six Centres of Excellence for Testamentary Trusts, Minors Trusts, Group Housing, Prisoners, Residential Care and Advanced Residential Care to provide better services for these client groups.
- We provided ongoing sponsorship to the Department of Communities, Disability Services and Seniors' elder abuse awareness campaign.
- We undertook annual client satisfaction surveys to measure how we are meeting our clients' expectations.
- We continued to provide specialised technical training to Trust Officers at all levels in order to provide excellent service to clients and to minimise risk.
- We progressed the *Through Their Eyes* campaign, encouraging staff to consider a different perspective, become more familiar with our customer profiles, and gain a deeper understanding of their frustrations and pain points. By developing more insight, we can build on the development of greater empathy for our clients' journeys when faced with uncertainties, grief and frustration.
- We developed Client Service Standards that clearly define our service expectations for client interactions that support strong customer relationships. The Standards are aligned to our Client Service Charter, and identify our commitment to our customers (Partnership, Respect, Ownership, Understanding and Delivery – PROUD).



### 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 2018 to approximately 100 middle and senior managers from across the organisation. The Conference focused on their development in the areas of creative and innovative thinking and leadership capability.

## 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 developed and delivered, in partnership with the Australian Institute of Management, the Client Experience and Delivery Supervisor Workshops for employees at Administrative Officer Level 4 and 5 classifications. These Workshops were focused on self-awareness and management, the skills to supervise and lead small teams, as well as how their work impacts on organisational outcomes. Workshops will be continuing into 2019–20.
- We continued to provide assistance to individual employees to build their professional capabilities through the support and management of our Study and Research Assistance Scheme.



## Be courageous

- We undertook primary, face to face research with our customers to explore how we could improve and redesign the future state of Public Trustee services and to understand how we can design services and products that other people would also want to use – including identifying successes and mistakes to ensure we focus on the right things from our customers' perspectives.
- We continued to make considered decisions in the interests of our often vulnerable clients, within a contested interests environment where clients and other stakeholders hold diverse views.



## Empower people

- We developed and implemented a range of initiatives as a result of the feedback received through the Working for Queensland Survey, including developing Workshop Action Plans for each region/business area.
- The Client Experience and Delivery Induction program provided new Trust Officers with basic foundational skills and knowledge within the first eight weeks of joining. The aim of the program is to provide employees with a consistent technical induction as they begin their career with the Public Trustee.
- The Public Trustee has implemented a Leadership and Management Development Program in partnership with QUT. This program has aimed to provide our middle management employees at the Administrative Officer Level 6/Professional Officer Level 4 to Administrative Officer Level 8/Professional Officer Level 6, an opportunity to develop strategic leadership skills and behaviours. Focus has been on developing their leadership and management understanding while applying their learning to real internal scenarios. The first cohort had 31 participants while the second cohort had 27. The third and final cohort of 25 graduated in August 2019.

## Working for Queensland Survey 2018

In September 2018, a total of 512 employees participated in the Public Sector 2018 Working for Queensland Survey. This response rate of 81% was an increase from our 2017 response rate of 76%. Similarly to previous years, the questions related to employee engagement, job empowerment and organisational leadership.

Survey results were discussed with employees through face-to-face workshops which were held during February to April 2019. In total, 28 Working for Queensland workshops were delivered by the Human Resource Services team. The workshops provided an overview of workgroup results and an opportunity to develop local action plans.

A number of key themes were identified from the action plans, which are being collated to identify initiatives that may be beneficial to apply across the Public Trustee. Work will continue throughout the next year to implement the action plans.

# Governance – risk management and accountability

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## Governance and Risk Directorate

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The components of the Public Trustee's governance framework establish the principles, relationships and processes that guide our work. We are committed to legislative compliance and ethical behaviour, and to meeting public expectations for probity, accountability and transparency.

The Governance and Risk Directorate is responsible for administering, supporting and guiding the Public Trustee's governance processes.

Governance and Risk's functions include:

- statutory reporting including annual reporting and preparing our Service Delivery Statement
- managing the risk management framework
- fraud and corruption control
- government relations
- complaints management
- right to information, information privacy, and administrative access and release
- developing, reviewing and implementing related policies and procedures.

Governance and Risk is responsible for effective implementation of and compliance with a number of legislative requirements for the Public Trustee, including the *Right to Information Act 2009*, *Information Privacy Act 2009* and *Public Interest Disclosure Act 2010*.

Some of our performance highlights in 2018–19 are detailed on the next page.