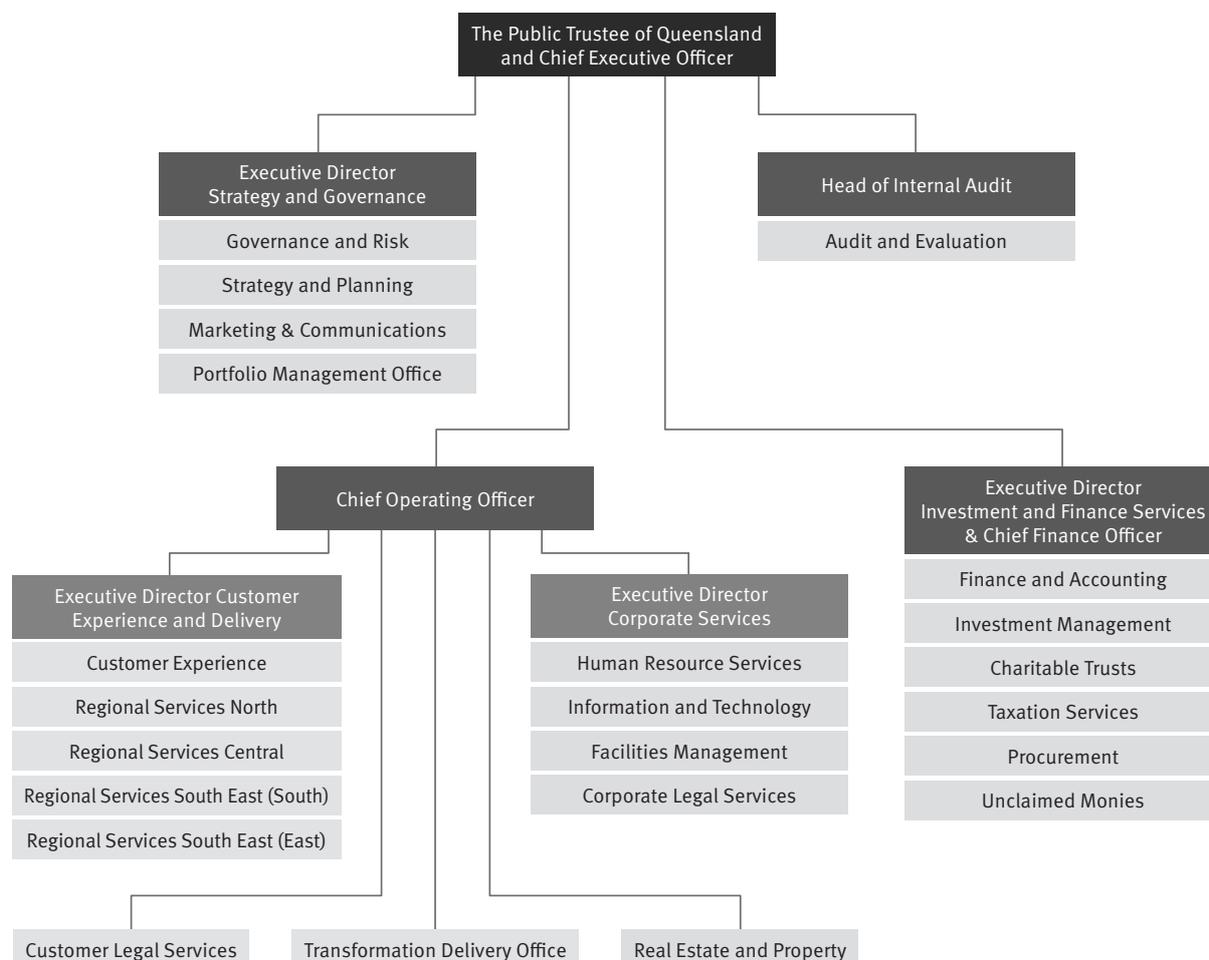


Management and structure

As part of the functional and governance review, the Public Trustee established a new organisational structure to ensure we have in place appropriate leadership and oversight to ensure progress on strategic and operational priorities. The new structure was developed in consultation with key stakeholders, including staff.



Senior internal management committees

The Public Trustee has established a range of internal management 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 and ensure appropriate decision-making and accountability.

Board of Management

Following the implementation of the new functional structure, a Board of Management (BoM) was established.

The BoM is the senior leadership, planning and governance group of the agency. It was put in place to ensure there is clear accountability and streamlined decision-making across the organisation.

The BoM comprises:

- The Public Trustee of Queensland (Chair)
- Chief Operating Officer (COO) (Deputy Chair)
- Executive Director, Investment and Finance Services and Chief Finance Officer (CFO)
- Executive Director, Strategy and Governance.

The BoM is supported by the Executive Leadership Team (ELT), which will continue to provide strategic insights and advice to support the organisation.

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 trusted, sustainable and customer focused services for Queenslanders.

Jeanette Miller ***A/Chief Operating Officer (COO)***

Jeanette is a public policy analyst with over 25 years' experience in the Queensland Public Service, including 15 years in central agencies.

Jeanette has extensive experience in managing the development and evaluation of government policies and programs, as well as leading and managing teams within dynamic and vibrant environments.

During her time in the public sector, Jeanette has lead multidisciplinary teams responsible for major policy initiatives relating to the State's budget, fiscal and economic position; trade, energy (including renewable energy); state development; industry attraction; tourism (including Global Tourism Hubs,

such as Queens Wharf); and developing industry roadmaps for Biofutures, Hydrogen, and Resource Recovery.

Jeanette has extensive experience in working across whole-of-Government major reforms, such as the Crime and Misconduct Commission Inquiry into Abuse of Children in Foster Care; National Health Reforms; and Queensland Skills and Training Reforms.

Jeanette's focus is on delivering the Customers First Agenda.

Shane Sullivan

A/Executive Director, Investment & Finance Services & Chief Finance Officer (CFO)

Shane Sullivan commenced in May 2020 as the Acting Executive Director Investment and Finance Services and CFO. Shane is responsible for the management of financial reporting, payroll, procurement, charitable trusts, unclaimed money, customer taxation, as well as the investment framework for the Public Trustee. Prior to this appointment, Shane was the Acting CFO, Rio Tinto Growth & Innovation. Shane has extensive experience in senior finance leadership roles predominantly in the mining industry, in particular with Rio Tinto Growth & innovation, Rio Tinto Exploration and Argyle Diamonds.

Shane has a Master of Commerce (majoring in Management Accounting) from the University of New South Wales and is a Fellow of CPA Australia, a Fellow of the Governance Institute of Australia and a member of the Australian Institute of Company Directors.

Jacob Fredericks

A/Executive Director, Strategy and Governance

Jacob commenced as acting Executive Director, Strategy and Governance in March 2020 and is accountable for Strategy, Planning, Governance, Risk, Marketing and Communications, Portfolio Management Office and the office of the CEO. He is an experienced public servant with over 10 years' experience across the Queensland Government including in the Department of the Premier and Cabinet, Department of Science, Information Technology and Innovation, and the Department of Transport and Main Roads. Jacob's focus is on leading the Public Trustee's strategy, governance and planning processes to achieve its Customers First agenda.

Jacob has a Bachelor of Laws (Hons), a Bachelor of Psychological Sciences, a Graduate Diploma in Legal Practice, Skills and Ethics, and a Graduate Certificate in Policy Analysis.

Information and Communication Technology (ICT) and Digital Steering Committee

In 2019-20, a new committee was established following recommendations by the Queensland Audit Office. The role of the committee is to provide strategic leadership for ICT, Information Security and Digital aligned with enterprise strategic objectives and processes.

The core functions of the committee are to:

- review and approve ICT and digital strategies, plans and policies
- ensure effective and equitable use of current and future ICT and digital resources
- appropriately manage ICT and digital risk.

Membership of the committee is determined by the Public Trustee of Queensland. The members as at 30 June 2020 were:

- COO (Chair)
- CFO (Deputy Chair)
- Executive Director, Strategy & Governance
- Executive Director, Corporate Services

- Representative from Human Resource Services
- Representative from Customer Services
- Chief Information Officer (CIO), Department of Justice and Attorney-General (non-remunerated).

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 2019–20 were:

- endorsed the interim investment objectives for the Public Trustee Common Fund
- 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
- 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 customers
- noted the interest rate structure for interest rates payable to customers
- reviewed the strategic asset management plan for buildings of the office.

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	Samay Zhouand	5	N/A	N/A	N/A
External Member	Henry Smerdon	5	Meeting fee - 4 hours or less \$400	N/A	\$2000
External Member	Sandra Birkensleigh	5	Meeting fee - 4 hours or less \$400	N/A	\$2000
Officer of the Department administered by the Treasurer	Geoffrey Waite	5	N/A	N/A	N/A
No. scheduled meetings	5				
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*.

Public Sector Ethics

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 new Strategic Plan 2020-2024 has an emphasis on the delivery of quality frontline services by providing our customers with professional and effective services in a responsive manner. To deliver quality frontline services, we must empower employees to act in an ethical manner.

In particular and following a high-level governance and structure review, we established an Ethics and Integrity Unit as part of our Human Resource Services area. The aim of this Unit is to develop, implement and promote a range of strategies which raise awareness of ethical standards and support ethical decision-making and behaviour. In 2019-20, 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 for the Queensland Public Service*
 - fraud and corruption control
 - information privacy
 - right to information
 - complaints management
 - recordkeeping and file management
 - cybersecurity awareness
- providing employees, managers and the ELT with regular communication and updates on ethics and integrity topics including:
 - regular updates on integrity initiatives
 - making resources available on the Ethics and Integrity Intranet page
 - topics and information from the Crime and Corruption Commission, Queensland Ombudsman and relevant bodies in other jurisdictions
- incorporated integrity as a key aspect of the Social Responsibility Charter and Strategic Plan 2020-2024
- established an independent email enquiries line for employees to seek confidential advice on ethics and integrity matters
- updated key policies and procedures to support our compliance with the *Public Service Act 2008* and the *Public Sector Ethics Act 1994*
- promoted the importance to all employees on declaring secondary employment and managing actual, perceived or potential conflict of interests
- ongoing liaison with key integrity agencies to enhance processes and practice at the Public Trustee

- revised our Public Interest Disclosure Management Strategy
- reviewed human resource policies and procedures to align with the Queensland Public Service values and *Code of Conduct for the Queensland Public Service*
- The Queensland Ombudsman delivered training on Public Interest Disclosures to all managers in October 2019. The training covered a range of issues including an overview of the *Public Interest Disclosure Act 2010*, the impact of wrongdoing in the public sector and encouraging a pro-disclosure culture.

Public Sector Values

Work was undertaken to assess the culture at the Public Trustee and to identify key cultural attributes to shape future culture. During 2019–20, the Public Trustee began focusing on promoting and reinforcing behaviours to enhance a culture of ‘customer focused professionals’ and ‘learner improvers’.

The Queensland Public Service values underpin our workplace culture and are based on the *Public Sector Ethics Act 1994* and the *Code of Conduct for the Queensland Public Service*.

We continued to embed and implement the Public Service values into our organisation as demonstrated below.



Customers first

- we introduced a new Customers First agenda supported by a Social Responsibility Charter and new organisational structure to enhance the way services are delivered to customers
- we provided training, new processes and procedures to better support the human rights of our staff, customers and their stakeholders
- we continued to provide specialised technical training to trust officers at all levels in order to provide excellent service to customers and to minimise risk.



Ideas into action

- we streamlined internal human resource procedures to reduce time and complexity for staff
- we delivered the ‘Engaging, Empowering and Enhancing 2019’ conference to approximately 78 middle and senior managers from across the organisation. The Conference focused on trust through people, customers, growth and governance and included information about the *Human Rights Act 2019* and the pending legislative amendments from the *Guardianship and Administration and Other Legislation Amendment Act 2019*
- we created a People and Culture working group, as part of our Customers First agenda, to generate ideas and solve key challenges which resulted in updated and more accessible financial and human resources delegations.



Unleash potential

- we continued to enhance and deliver our specialised, organisation-specific, mandatory online compliance training for all employees to equip our workforce with the knowledge and skills to meet customer and stakeholder expectations
- we delivered the Corporate Orientation program for new employees throughout the year
- we delivered, in partnership with the Australian Institute of Management, Supervisor

Development 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

- we provided assistance to individual employees to build their professional capabilities through the support and management of our Study and Research Assistance Scheme.



Be courageous

- we realigned how we deliver human resource services by reallocating business partners and introducing a dedicated recruitment team to better support staff
- we established an Ethics and Integrity Unit to build knowledge and capability of our responsibilities as public servants.



Empower people

- the Public Trustee held a Privacy Awareness Week Shopfront during Privacy Awareness Week in May 2020 so staff could learn how to best protect personal information – both their own and our customers
- the third and final cohort of 25 managers graduated from the Leadership and Management Development Program delivered in partnership with the Queensland University of Technology. This program aimed to provide our middle management employees an opportunity to develop strategic leadership skills and behaviours
- employees were actively engaged in the implementation of the new customer focused organisational structure through opportunities to provide feedback on the implementation and input on the more detailed alignment of new work units. Over 150 items of feedback were received, considered and responded to. Several ideas were incorporated into the final structure
- the introduction of regular information sharing meetings for managers during the fast evolving COVID-19 pandemic highlighted the value of providing up to date information and learning materials to this important group. These forums have continued and provide managers with the opportunity to learn and ask questions about new initiatives and to cascade meaningful information to all staff
- regular updates from the Human Resource Services team provided a further mechanism to keep all staff informed about health, safety and well-being, new and updated policies and procedures, learning opportunities, and ethics and integrity matters.