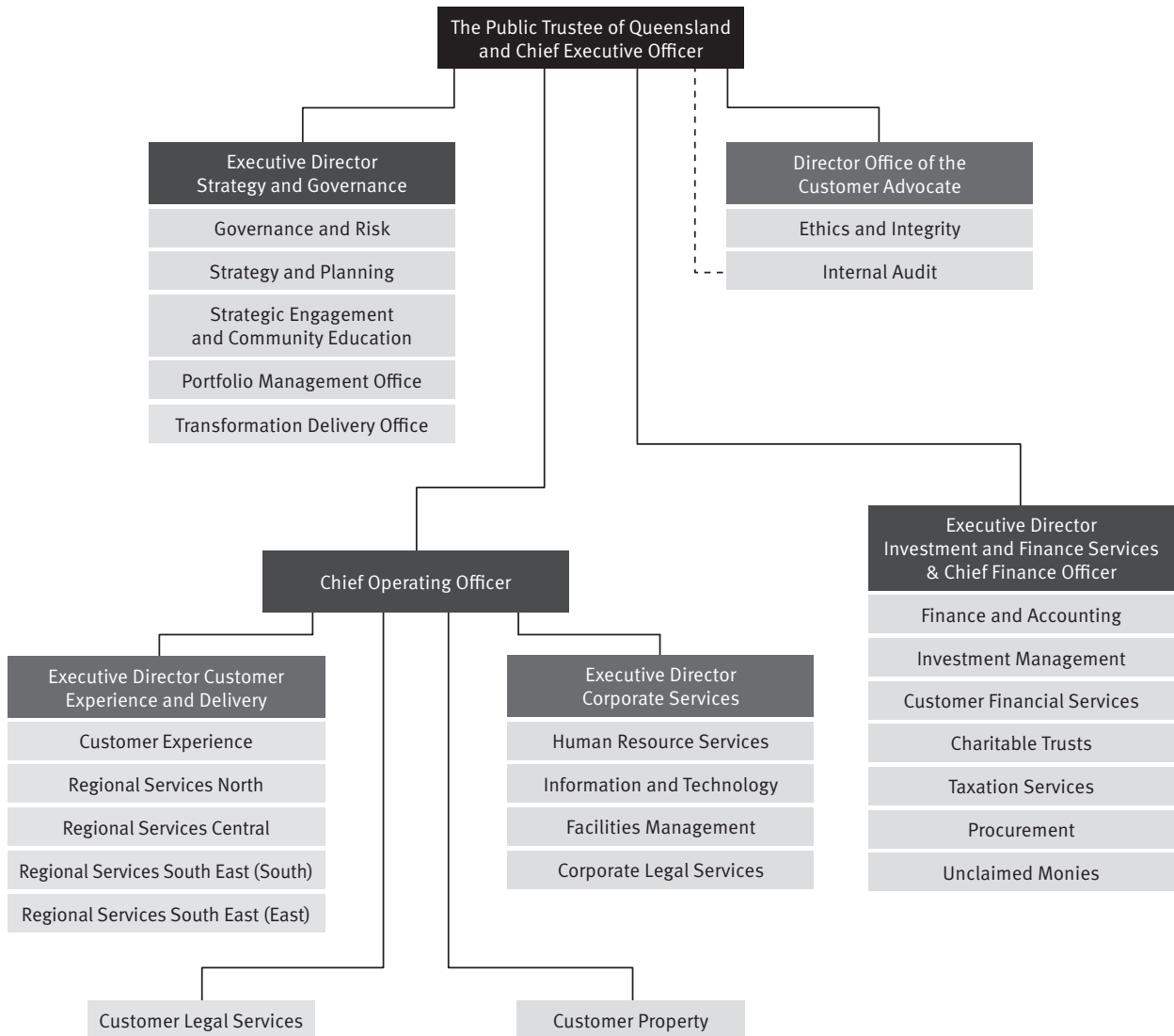


# Management and structure

The Public Trustee's functional structure ensures we have in place appropriate leadership and oversight to ensure progress on strategic and operational priorities.



## 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

The Board of Management (BoM) is the senior leadership, planning and governance group of the agency. The BoM is supported by the Executive Leadership Team (ELT), which provides strategic insights and advice to support the organisation.

In 2020-21 the BoM comprised:

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

### Samay Zhouand

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

Samay Zhouand commenced as Acting Public Trustee in June 2019 and was appointed to the role in May 2021. Prior to taking up the role of acting Public Trustee, Mr Zhouand held senior executive positions with Queensland Corrective Services and the former Department of Community Safety. He also has extensive experience working as a solicitor within Crown Law and various government departments and was admitted as a Barrister-at-Law in 2002.

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.

**Shane Sullivan\******A/Executive Director, Investment & Finance Services & CFO***

Shane Sullivan commenced in May 2020 as the Acting Executive Director, Investment & Finance Services & 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. 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.

*\*From 1 July 2021 the role of Executive Director, Investment & Finance Services & CFO, has been performed by Adam Black.*

**Jacob Fredericks\******A/Chief Operating Officer***

Jacob commenced as Acting Executive Director, Strategy & Governance in March 2020, accountable for Strategy, Planning, Governance, Risk, Marketing and Communications, Portfolio Management Office and the office of the CEO, and as Acting Chief Operating Officer from March 2021 with a focus on delivering the Customers First Agenda.

*\*Jeanette Miller performed the role of Chief Operating Officer on the Board of Management from July 2020 to March 2021.*

**Callie Evans*****A/Executive Director, Strategy & Governance***

Callie Evans commenced in March 2021 as the Acting Executive Director, Strategy & Governance. In this role, she is accountable for Transformation Delivery, Portfolio Management, Planning and Performance, Governance and Risk and Strategic Engagement and Community Education. Callie has over 15 years' experience in leading and driving organisational transformation, performance management, business improvement, analytics and business intelligence across the state government, the not-for-profit and commercial sectors.

Callie's focus is leading the design and delivery of effective, data driven organisational performance and governance systems, strategy and operational planning, maturing risk and portfolio management, delivery of transformative and improvement initiatives and high value community education programs to inform Queenslanders about advance life planning, and their choices.

She holds a Diploma in Business Marketing, a Bachelor of Communications, a Master of Technology (Business Systems) and a Certificate in Market and Social Research.

## Information and Communication Technology (ICT) and Digital Steering Committee

This committee was established in its current form in 2020 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 of 30 June 2021 were:

- Acting Executive Director Investment & Finance Services & CFO
- Acting Chief Operating Officer
- Acting Executive Director, Strategy & Governance
- Executive Director, Corporate Services
- Chief Information Officer, Department of Justice and Attorney General
- Public Trustee Human Resource Services Representative
- Public Trustee Customer Services Representative.

## 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 Investment trusts (the Growth Trust and the Australian Foundation for Charitable Trusts).

Significant achievements of the Board in 2020–21 were:

- approved a revised investment strategy to meet the interim investment objectives of the Common Fund. This consisted of investing an amount, equivalent to the amount held in accumulated surplus, to be invested in the QIC Long Term Diversified Fund
- approved that the management of the fixed interest allocation of the Common Fund be diversified by investing 20% of the QIC Global Credit Income Fund and the QIC Short Term Income Fund
- reviewed the operating limits for interest rate and credit risks
- continued to monitor and provide the necessary approvals for the implementation of the recommendations relating to the strategic asset management plan for buildings of the office
- endorsed revised benchmarks for interest rates payable to customers
- noted the interest rate structure for interest rates payable to customers
- monitored the investment management of the Public Trustee of Queensland Growth Trust and the investment arrangements of the Australian Foundation for Charitable Trusts.

<b>Remuneration</b>					
<b>Position</b>	<b>Name</b>	<b>Meetings / sessions (attendance)</b>	<b>Approved Fee (annual / sessional / daily fee)</b>	<b>Approved Sub-Committee Fees (if applicable)</b>	<b>Actual Fees Received (GST exclusive)</b>
Public Trustee of Queensland & CEO	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 Birkenleigh	5	Meeting Fee (4 hours or less) \$400	N/A	\$2000
Officer of the Department administered by the Treasurer	Geoffrey Waite Glenn Miller	3 2	N/A	N/A	N/A
No. of Scheduled Meetings	5				
Total out of pocket expenses	N/A				

- The Governor-in-Council approved that Mr Glenn Miller be appointed as a part-time Member as the Treasurer's representative for the three-year period 21 May 2021 up to and including 20 May 2024.

## Public Sector Ethics

---

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

Our Strategic Plan 2020-2024 has an emphasis on the delivery of socially responsible services that meet the needs of Queenslanders. To deliver quality frontline services, we consider we must empower employees to act in an ethical manner.

The Public Trustee's dedicated Ethics and Integrity function has led the development and implementation of proactive education, communication and other key initiatives to support and embed positive conduct, identification and reporting of ethics and integrity matters.

Through various strategies and building on the strong moral and ethical principles and values of the Public Trustee's organisational culture, the function is focused on further integrating these principles and values into decision making, leadership and behaviours:

In 2020–21, these strategies included:

- implementation of an Integrity Framework
- implementation of a Workplace Conduct policy
- updates to integrity policies such as the Reporting Corrupt Conduct Policy, Complaints about the Public Official Policy (s48A of the *Crime and Corruption Act 2001*), and the Public Interest Disclosure (PID) Policy and Procedure
- increased communication to management and staff (all levels) on ethics and integrity topics through periodic all staff emails and resources located on the ethics and integrity intranet page
- rollout of integrity discussions/sessions across the agency at staff and management meetings
- PID training for staff in collaboration with the Queensland Ombudsman's office (virtual and online)
- rollout of an updated online mandatory training module titled "Code of Conduct and Workplace Conduct Policy Training" through the LMS.

Following the establishment of the Office of the Customer Advocate, the Ethics and Integrity function was realigned in April 2021 to form part of the Public Trustee's Independent Services team, reporting to the Director, Office of the Customer Advocate.

This will allow our Independent Services functions to focus on proactive and preventative initiatives to identify and address systemic issues and drive continuous improvement within the Public Trustee.

## Public Service Values

---

Work was undertaken to assess the culture at the Public Trustee and to identify key cultural attributes to shape future culture. During 2020-21, the Public Trustee continued to focus 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 continued the Customers First Agenda with the introduction of our Customers First Strategy, supported by our Social Responsibility Charter. We have embedded our organisational structure over the last 12 months
- we provided training, new processes and procedures to support our staff in the implementation of our seven-step Structured Decision-Making Framework to better support our customers and their stakeholders
- we have continued to provide specialised technical training to trust officers at all levels to ensure our employees have the technical skills to meet the needs of our customers.



### Ideas into action

- we streamlined some of our internal human resource procedures to reduce time and complexity for staff
- we continued our commitment to the Customers First working groups – People and Culture, Trust and Transparency and Products and Services – to generate ideas, to solve key business challenges and to take action on agreed activities.



### Unleash potential

- we continued to enhance and deliver our specialised, organisation-specific, mandatory eLearning compliance modules for all employees, to equip our workforce with the knowledge and skills to meet our legislative requirements and customer/ stakeholder expectations
- we delivered Corporate Orientation to new employees, as needed in 2020-21, based on business requirements and COVID-19 restrictions
- we delivered supervisor development workshops for current and emerging supervisors across the business. These workshops were focused on self-awareness and management, the skills to supervise and lead small teams, as well as how their work would impact 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 established and continued to embed the Ethics and Integrity Unit and its role within the office. We focused on building knowledge, awareness and understanding of each employee's roles and responsibilities as public servants
- we initiated myCoach "one-on-one" discussion tools within Customer Experience and Delivery, to support open conversations between supervisors and employees about key business and customer outcomes and employees' development.



### **Empower people**

- the Public Trustee has continued to educate and raise awareness of PIDs with sessions held for PID support officers across the business conducted by the Office of the Queensland Ombudsman
- we have engaged with employees through sub-working groups on key topics and actions to create a collaborative environment
- we have encouraged employees to participate in the Queensland Government's Working for Queensland (WfQ) Survey and in 2020 we obtained a response rate of 79%
- we have continued to have regular information-sharing sessions between managers at all levels during the last 12 months, focused on COVID-19, flexible work practices, work health and safety and health directives. In the last six months, we expanded these meetings to focus on key projects and activities across the business, to increase managers' knowledge and to cascade meaningful information to their teams. Participants have the opportunity to learn from their peers and ask questions of organisational subject matter experts
- with regular updates from the Human Resource Services team, employees have had the opportunity to engage in more detail with information relating to policies, practices and procedures, learning and development, technical training and health safety and wellbeing.