

Governance – risk management and accountability

Risk management

Risk management at the Public Trustee is governed by our Risk Management Framework, a core component of our overall corporate governance and accountability framework. Aligned to the *AS/NZS ISO 31000:2018 Risk Management Standard* and designed for our specific business and organisational environment, the framework encompasses policies, procedures, systems and strategies that effectively manage our risks through regular engagement and consultation.

The BoM is responsible for risk management across the Public Trustee and is supported by the ELT, Governance & Risk Directorate, Internal Audit and the Audit and Risk Management Committee.

The Public Trustee is committed to promoting a risk management culture and to organisational risk management principles. Risks are identified and monitored on an ongoing basis to ensure they adequately reflect the current operating environment and are brought to the attention of the BoM where required. Significant risks at organisation and program area levels are regularly reviewed and reported to the BoM and the Audit and Risk Management Committee.

In 2020–21, the Governance and Risk Team continued activities to embed a risk management culture at the Public Trustee, in accordance with the Risk Management Framework. These activities included:

- conducting workshops with leadership teams to review Material Business and Strategic risks in the context of the updated Strategic Plan
- completing a Risk Maturity Analysis (against QAO best practice guidelines) identifying areas for improvement to develop risk management maturity
- implementing regular risk discussions with outcome owners providing advice and guidance on risk ownership, escalation, treatment, review and reporting to program areas across the Public Trustee
- commencing discussions with leadership teams and outcome owners to enhance the linkage of risks to organisational strategic objectives
- Actively participating in the whole of government risk management forum (facilitated by the Department of the Premier and Cabinet), to enhance understanding of contemporary risk management approaches, facilitate awareness of risks in a public sector context and to promote discussion of assurance and control related activities.

Internal audit

Internal Audit provides independent, objective assurance and consulting to improve the operational performance of the Public Trustee.

The unit's role is defined in its Charter, approved by The Public Trustee of Queensland and endorsed by the Audit and Risk Management Committee.

The charter has regard to the Financial and Performance Management Standard 2019 and the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.

The Strategic and Annual Internal Audit Plan is developed in consultation with key stakeholders and takes into account the significant risks identified by management through the Public Trustee's Risk Management Framework. Strong links with the Queensland Audit Office provide the foundation for a collaborative audit approach to ensure optimal audit coverage across all areas of the organisation, including financial and compliance audits, operational and efficiency audits, information system audits, and investigations.

In 2020–21, Internal Audit conducted independent reviews and audits of our internal controls, business processes and management practices. Key achievements included:

- developed an internal audit plan based on strategic risks and operational risk registers
- successfully executed the internal audit plan, providing reports to the Audit and Risk Management Committee and the Public Trustee of Queensland
- monitored and reported on the status of implementation of internal audit recommendations to the Audit and Risk Management Committee
- supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

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 2019 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
- performance management, compliance and reporting
- internal audit plans for endorsement
- actions from internal and external audit reviews.

The Audit and Risk Management Committee met four times during 2020–21.

Voting members of the Audit and Risk Management Committee for 2020–21 were:

Name	Details
Sandra Birkenleigh	External Chair
Felicity Cooper	External Member
Janine Walker AM	External Member
Jeanette Miller	Nominee of the Public Trustee of Queensland
Jacob Fredericks	Nominee of the Public Trustee of Queensland (from 22 April 2021)

Standing invitees of the Audit and Risk Management Committee are:

- Public Trustee of Queensland and CEO
- Members of the Executive Leadership Team
- Queensland Audit Office (QAO)
- Head of Internal Audit.

The recommendations made by the QAO during 2020–21 were considered by the Committee and are being appropriately addressed by management.

Remuneration payments

Remuneration to external members during the 2020–21 financial year is detailed below.

Remunerated committee members	Amount (GST exclusive) Includes fees outstanding for services provided during 2020–21
Sandra Birkenleigh	\$18,700
Felicity Cooper	\$12,500
Janine Walker AM	\$12,500
Total	\$43,700

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

Information systems and recordkeeping

The Public Trustee maintains a comprehensive records management framework that is compliant with the *Public Records Act 2002*, the *Public Service Act 2008* and the Queensland State Archives Records Governance Policy. We use both paper-based records and an electronic document and records management system, Content Manager, to effectively manage and secure administrative and core business records both regionally and centrally. This includes the correct scheduling and disposal of administrative records in line with the Queensland Government's General Records and Disposal Schedule (GRDS) and State Archives approved Public Trust Office Retention and Disposal Schedule (QDAN 651 v.1) for core business records.

We continue to explore and implement ways of enhancing our efficiency and agility in providing services to Queenslanders and demonstrate our commitment to quality information and records management that reduces the reliance on paper records through automation and digitisation. The Public Trustee's Information and Technology (I&T) section provides advice, guidance, technical support and security management of recordkeeping and information systems. The services it provides supports the confidentiality, integrity and availability of business information contained within recordkeeping and information systems.

In 2020-21, we demonstrated our commitment to compliant recordkeeping practices by:

- Ensuring the ongoing program to increase digital recordkeeping compliance continued with the development of the Digitisation & Disposal Policy, and related documents to dispose of paper after it has been digitised
- Piloting a Digitisation of Incoming Mail project to improve processes to reduce reliance on paper from physical mail
- Ensuring high-value digital records, such as those in the Client Information Management System (CIMS) are discoverable in Content Manager
- Producing extensive electronic user guides for staff relating to record management concepts within Content Manager
- Continuing to deliver personalised mandatory recordkeeping training on an ad-hoc basis and providing an online training course for all employees and contractors
- Reviewing the configuration of Content Manager and information systems to ensure compliance, reliability, performance and security of electronic records
- Relocating archived files from regional offices to review current holdings against the approved retention and disposal schedule to identify records for disposal.

The Public Trustee is committed to complying with the Queensland Government's Information Security Policy (IS18:2018). The policy seeks to ensure all departments apply a consistent, risk-based approach to the implementation of information security to maintain confidentiality, integrity and availability. In addition to other requirements, IS18 requires the Public Trustee to develop an information security management system (ISMS) which supports people in the organisation to ensure information security is front of mind when making decisions. Ongoing implementation and compliance with the policy is overseen by the ICT and Digital Steering Committee.

This year the Public Trustee's information security team was permanently expanded to provide additional focus on development of the ISMS and supporting the organisation. Additionally, a range of additional pro-active information security testing, monitoring and maintenance activities have been established.

During the mandatory annual Information Security reporting process, the Chief Executive Officer attested to the appropriateness of the information security risk management within the Agency to the

Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the Agency's information security risk position.

External scrutiny

The Public Trustee is subject to external scrutiny by external entities including the:

- Crime and Corruption Commission
- Queensland Audit Office
- Queensland Ombudsman
- Office of the Public Advocate
- Office of the Information Commissioner
- Queensland Parliament's Legal Affairs and Safety Committee.