

Governance

Executive Leadership Team



Frankie Carroll, Director-General

Frankie is responsible for providing visionary, values-based leadership and management to the department and its portfolio agencies. The Director-General guides the department to deliver high-quality, sustainable services, programs, policy and corporate objectives that align with the Queensland Government's objectives for the community.



Darren Crombie, Deputy Director-General, Infrastructure Policy and Planning

Darren is responsible for driving the department's whole-of-government leadership role in infrastructure policy, planning and coordination, including the State Infrastructure Plan.



Steve Conner, Acting Deputy Director-General, Planning

Steve is responsible for delivering the legislative framework and overarching policy for land use planning and development assessment.



Greg Chemello, General Manager, Economic Development Queensland

Greg is responsible for identifying, planning, facilitating and delivering property development and infrastructure projects across Queensland.



Paul Carlson, Acting Deputy Director-General, Local Government and Regional Services

Paul is responsible for promoting and supporting a sustainable local government sector, and for driving the relationship between local governments and the state.



Malcolm Middleton, Queensland Government Architect

Malcolm is responsible for providing whole-of-government leadership and strategic advice in relation to the built environment, urban design, procurement and heritage issues.



Kathy Parton, Deputy Director-General, Strategy, Governance and Engagement

Kathy is responsible for delivering responsive and robust strategy, policy, business and governance services.



Megan Read, Executive Director, South Bank

Megan is responsible for managing the department's obligations and relationship with South Bank Corporation and managing the state's role under the South Bank and Roma Street Parklands funding and management arrangements with Brisbane City Council.



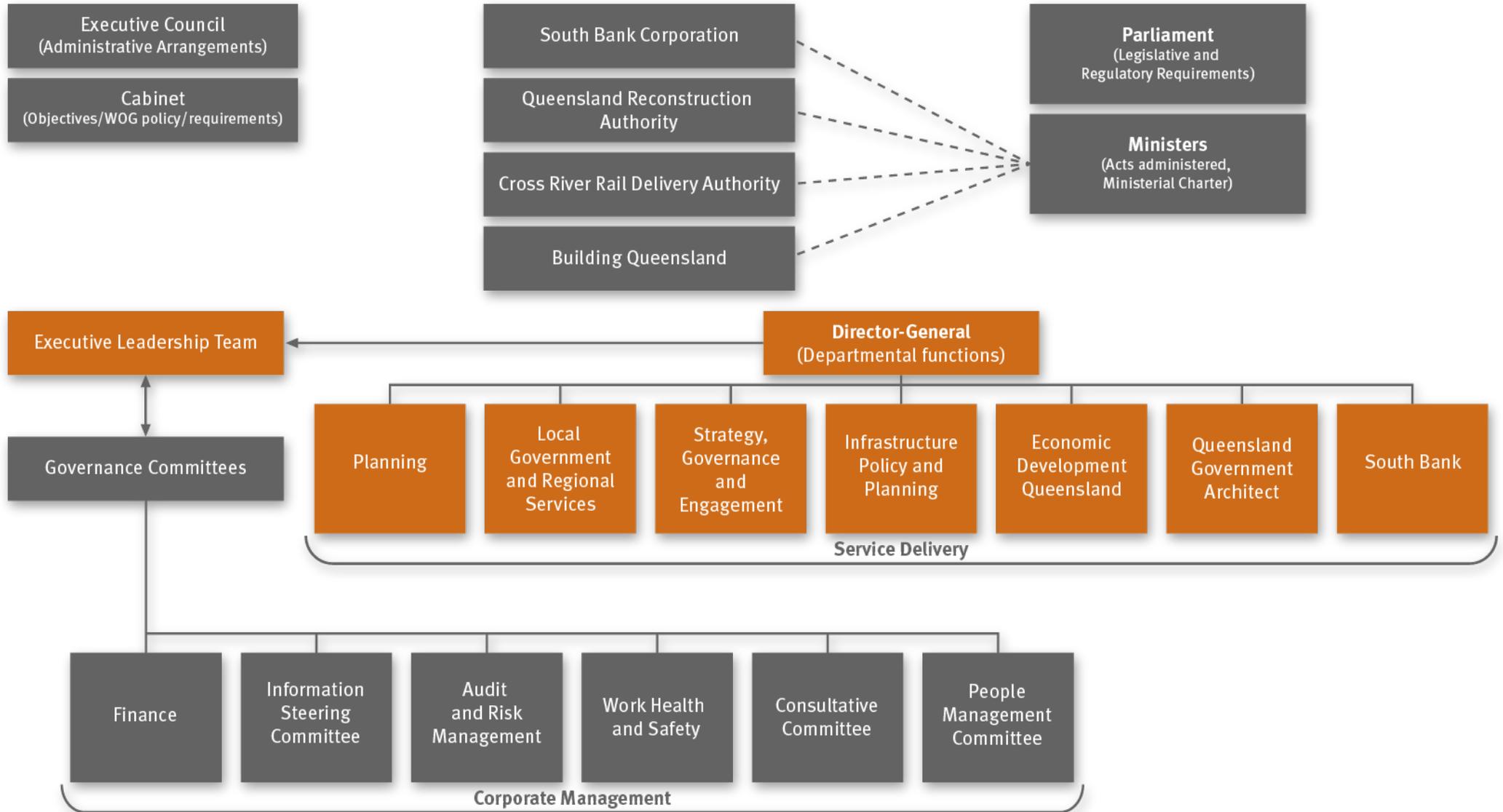
Corporate governance refers to the mechanisms, processes and relationships by which an organisation is guided and managed. The department operates in an ethical, transparent and accountable manner and supports the Director-General to deliver high-quality, value-for-money outcomes for Queenslanders. Sound governance supports and guides departmental staff in the actions they take and the decisions they make every day to achieve the government's objectives.

The department delivers its services by:

- establishing strategy and direction including governance committees
- effective performance management and reporting that supports our strategic direction
- effective compliance and accountability that underpins our services
- developing capable people who deliver services in an ethical and accountable way.

The department's governance framework articulates the governance accountabilities.

Governance framework



Governance committees

Committee	Membership
Executive Leadership Team	<ul style="list-style-type: none"> • Director-General (Chair) • Deputy Director-General, Strategy, Governance and Engagement • Acting Deputy Director-General, Planning • Acting Deputy Director-General, Local Government and Regional Services • Deputy Director-General, Infrastructure Policy and Planning • General Manager, Economic Development Queensland • Queensland Government Architect • Executive Director, South Bank

The Executive Leadership Team supports the Director-General in discharging his responsibilities as the department's accountable officer by providing leadership, direction and guidance. The team's focus is on strategic planning, policy setting, risk management, resource allocation and financial performance management and reporting, ensuring the department is responsive to changing community and business needs, and government priorities. The Executive Leadership Team meets twice every month.

Finance Committee

- Director-General (Chair)
- Deputy Director-General, Strategy, Governance and Engagement
- Acting Deputy Director-General, Local Government and Regional Services
- Acting Deputy Director-General, Planning
- Deputy Director-General, Infrastructure Policy and Planning
- General Manager, Economic Development Queensland

The Finance Committee was established pursuant to the requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009 to assist the Director-General in the management of the department's finances. It provides advice and direction to deliver departmental services in the most efficient, effective and economical manner. The committee meets quarterly or as otherwise determined by the Chair.

Audit and Risk Management Committee

- Deputy Director-General, Strategy, Governance and Engagement
- General Manager, Economic Development Queensland
- 3 external members (including the Committee Chair)

The Audit and Risk Management Committee has five members and provides independent assurance and assistance to the Director-General on the risks, control and compliance frameworks of the department and external accountability responsibilities as prescribed in legislation and standards. The committee meets at least four times each year.

Committee	Membership
Information Steering Committee (Committee shared with Department of State Development as network and system provider)	Department of State Development <ul style="list-style-type: none"> • Deputy Director-General, Business Solutions and Partnerships (Chair) • Deputy Director-General, Regional Economic Development • Executive Director, Major Projects and Property Department of Infrastructure, Local Government and Planning <ul style="list-style-type: none"> • Deputy Director-General, Strategy, Governance and Engagement • Acting Deputy Director-General, Planning
<p>The role of the Information Steering Committee is to provide advice to the Directors-General on the strategic application of information management and technology, related personnel resources and funding, to ensure that new investments support the goals and needs of the department. The committee aims to obtain value-for-money and return on investment within well-controlled risk containment and benefits management frameworks. The Information Steering Committee meets quarterly or as otherwise determined by the Chair and is supported by the Information Management Committee.</p>	

Risk management and accountability

During 2016–17, machinery of government changes resulted in risk management coordination services transitioning to the Department of Infrastructure, Local Government and Planning from the Department of State Development. These services were previously provided by the Department of State Development under a service level agreement.

The Department of Infrastructure, Local Government and Planning is focused on improving its risk management practices and, in late 2016, commissioned an internal audit review of its enterprise and strategic risk management function and processes. The department is working with internal audit and the Executive Leadership Team to implement the recommendations of the review.

Identification of operational risks including analysis and treatment is undertaken by all business areas, integrating sound risk management practice into operational planning across the department. Since the abovementioned internal audit review, the department has reported quarterly to the Audit and Risk Management Committee on the implementation of the report recommendations and provides risk status reports during the development of the new framework.

Audit and Risk Management Committee

The Audit and Risk Management Committee was established pursuant to the Financial and Performance Management Standard 2009. It provides independent assurance and assistance to the Director-General on the department's risks, control and compliance frameworks and external accountability responsibilities as prescribed in legislation and standards.

The Audit and Risk Management Charter establishes the authority and responsibilities of the committee and was prepared in accordance with:

- relevant provisions of the *Financial Accountability Act 2009* and Financial and Performance Management Standard 2009
- Queensland Treasury Audit Committee Guidelines – Improving Accountability and Performance
- better practice guidance issued by the Australian National Audit Office
- legislative, regulatory and other requirements – promoting a culture of lawful and ethical behaviour.

The committee met on four occasions during 2016–17.

Membership of the committee and remuneration (where applicable) in 2016–17 included:

- Eric Muir – Chair and External member. Remuneration: \$6,958
- Karen Smith-Pomeroy – External member. Remuneration: \$4,072
- Michael Glover – External member, Executive Director, Department of Tourism, Major Events, Small Business and the Commonwealth Games
- Greg Chemello, General Manager, Economic Development Queensland
- Kathy Parton, Deputy Director-General, Strategy, Governance and Engagement.

During 2016–17 the committee:

- reviewed and noted the department's annual report for the year ended 30 June 2016
- reviewed and endorsed the department's financial statements for the year ended 30 June 2016
- reviewed and endorsed the department's Internal Audit Strategic Plan 2017–20/Annual Audit Plan 2017–18
- endorsed the Audit and Risk Management Charter and the Internal Audit Charter for 2017–18
- received regular reports on internal audit activities including audits and reviews completed as part of the Internal Audit Annual Audit Plan 2016–17
- reviewed and considered the Queensland Audit Office Strategic Audit Plan and the Client Strategy for the department
- considered the scheduling, status, findings and audit recommendations of the Queensland Audit Office
- oversaw the implementation of internal and external audit recommendations
- endorsed the department's risk management framework and received regular reports on the department's risk status
- continued its oversight of the department's risk management approach and activities, including reports provided to the committee.

The committee considers that it has met the terms of its charter and has had due regard to the Queensland Treasury Audit Committee Guidelines.

Internal audit

Pursuant to section 29 of the Financial and Performance Management Standard 2009, the department has an established independent internal audit function.

Internal audit provides independent, objective assurance and consulting services designed to add value and improve the department's operations and assists the department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Internal audit operates under an approved charter that sets the purpose, authority and responsibilities of the department's internal audit function. The Internal Audit Charter has been prepared with reference to the relevant provisions of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009, the Institute of Internal Auditors International Professional Practice Framework, the Queensland Treasury Audit Committee Guidelines – Improving Accountability and Performance, and the better practice guidance issued by the Australian National Audit Office. The charter was endorsed by the Audit and Risk Management Committee and approved by the Director-General and is consistent with accepted auditing and ethical standards.

The scope of internal audit coverage for 2016–17 was set out in the Internal Audit Strategic Plan 2016–19/Annual Audit Plan 2016–17, endorsed by the Audit and Risk Management Committee and approved by the Director-General. This plan followed a risk-based methodology, balancing emerging issues against reviews of core business and transactional processes. Auditable areas were identified based on consultation and assurance mapping.

The head of internal audit is Jo Buckley CA, B.Com. The head of internal audit is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to the department. The head of internal audit reports regularly to the Audit and Risk Management Committee, which reviews the work of the internal audit function.

Achievements of internal audit during 2016–17 include:

- developed and delivered a risk-based annual plan of audits and reviews endorsed by the Audit and Risk Management Committee and approved by the Director-General covering assurance about, and improving effectiveness of, governance, financial controls, systems, project management, operations, compliance and risk management
- provided advisory services to the department to improve risk management, control and governance, and business operations
- completed audits and reviews as agreed with the Audit and Risk Management Committee, resulting in appropriate management recommendations for improving governance processes, internal controls and business operations
- assessed the effectiveness and efficiency of key departmental financial and operating systems, reporting processes and activities
- proactively followed-up management regarding their timely implementation of internal and external audit recommendations
- provided secretariat services as outlined in the Audit and Risk Management Charter
- operated a co-sourced service delivery model for the provision of an effective internal audit function
- maintained an effective working relationship with the Queensland Audit Office.

External scrutiny

In addition to his annual audit of the department's financial statements, the Auditor-General conducted performance audits and whole-of-government audits, in accordance with the QAO Strategic Audit Plan and advice to the Director-General.

QAO audits directly applicable to the department included:

- Auditor-General's Report 1: 2016–17, Strategic procurement – tabled in Parliament 27 September 2016.
- Auditor-General's Report 2: 2016–17, Forecasting long-term sustainability of local government – tabled in Parliament 11 October 2016.
- Auditor-General's Report 3: 2016–17, Follow-up: Monitoring and reporting performance – tabled in Parliament 9 November 2016.
- Auditor-General's Report 8: 2016–17, Queensland state government: 2015–16 results of financial audits – tabled in Parliament 16 December 2016.
- Auditor-General's Report 13: 2016–17, Local government entities: 2015–16 results of financial audits – tabled in Parliament 4 April 2017.
- Auditor-General's Report 16: 2016–17, Government advertising – tabled in Parliament 30 May 2017.
- Auditor-General's Report 17: 2016–17, Organisational structure and accountability – tabled in Parliament 31 May 2017.

Recommendations addressed to the department were all accepted and management plans are in place to implement those recommendations. Progress in implementing the Auditor-General's recommendations is monitored and followed-up by internal audit and reported to the Audit and Risk Management Committee for review and noting.

Ethics and integrity

Under the *Public Sector Ethics Act 1994* the department's Ethics and Integrity Framework ensures systems, policies, procedures and resources are in place to provide assurance that all activities are conducted in an ethical, accountable and transparent manner.

The department receives services from the Department of State Development's Ethics and Governance Unit, under a service level agreement between the departments.

Services provided to the department under the arrangement include:

- managing customer complaints
- assessing complaints about alleged employee misconduct
- registering lobbyist contacts
- registering declarations of interests and advising on strategies to manage conflicts of interest
- providing an ethics advice hotline and email service
- providing Code of Conduct, ethics, fraud and corruption prevention and public interest disclosure training
- liaising with the Queensland Ombudsman's Office
- liaising with the Crime and Corruption Commission in relation to matters concerning department employees
- managing public interest disclosures involving department employees
- preventing fraud and corruption
- open data
- corporate policy coordination and review.

Departmental employees uphold the Queensland Public Service Code of Conduct and are provided with regular training and awareness raising activities on this topic. Ethics and integrity components form part of induction sessions and training opportunities are also available online. Training sessions are also to be delivered to specific business units with dedicated sessions for senior executives. A focus this year has been placed on ensuring staff have an improved understanding and appreciation of the risks and consequences of accepting gifts and benefits.

Information systems and recordkeeping

The department views information as a key asset that is vital for its ongoing operations and provides valuable evidence of business decisions, activities and transactions. Best practice information and records management policies, procedures and systems are used to ensure compliance with legal requirements, continuous and timely service delivery and a reduction in risk.

Business information is accessible, transparent, trustworthy and secure – facilitating timely decision making on a range of customer service, program delivery, management and administration matters.

Staff are aware of their obligations to capture business information in the department's electronic document records management system. This is evidenced through 390,786 items of correspondence, documents and records being captured, managed and secured during 2016–17.

Additionally, 3,557 development applications were electronically managed through an assessment and referral process using the department's online management system, MyDAS. Trained staff maintain the integrity of both these systems.

The department also uses the whole-of-government SAP and Aurion systems for finance and human resource management respectively.

The move to One William Street in October 2016 was a key driver for an agency-wide cultural change to move towards a 'born digital, stay digital' approach to managing information. Use of internal electronic approval processes within the electronic document records management system has increased by 16 per cent during 2016–17 removing the need to print, sign and retain many paper records.

The department has had a proactive approach to information and records management by:

- managing and securing information and recordkeeping systems that comply with Queensland Government information standards and policies
- reviewing paper-based business processes with a focus on transitioning to electronic workflow
- establishing realistic performance goals and effective quality assurance and monitoring programs
- creating information management awareness resources and systems training to improve information management maturity and awareness of legislative compliance
- actively reviewing offsite storage facilities and applying retention and disposal tagging in accordance with the Public Records Act 2002 and approved retention and disposal schedules.

No records were reported as lost or unlawfully destroyed in 2016–17.