

# **Our corporate governance**

# Our leaders

## Jon Grayson

### Director-General

Jon was appointed Director-General of the Department of the Premier and Cabinet in March 2012 bringing substantial experience in infrastructure development and investment management, as well as the economic reforms of the 1980s and 1990s.

For the two years prior to his appointment, Jon was principal and founder of Queensland Infrastructure Partners, an advisory and transaction arranging firm specialising in infrastructure investment.

He was previously a senior executive with a major international advisory and investment firm. Jon's investment banking experience was primarily in the infrastructure and energy sectors. He led successful bids for infrastructure assets such as the Dalrymple Bay Coal Terminal. This experience included two years as Chief Executive of Prime Infrastructure, which became one of Australia's largest infrastructure funds, during its establishment and subsequent initial public offering on the Australian Stock Exchange.

Prior to his investment banking career, Jon had a long career in Queensland Treasury and Queensland Treasury Corporation (QTC) giving him a good understanding of government policy objectives and processes. He led major reform processes within government including the development and implementation of the Suncorp-Metway merger, and the major review of QR Corporatisation. At QTC, Jon managed the state's overseas borrowing program, and led the Structured Finance Group, arranging and executing a range of financing solutions for government owned corporations and statutory bodies, including cross-border lease transactions over Queensland Government owned rail and electricity assets.

## Sue Rickerby

### Deputy Director-General, Priority Projects

Sue was appointed Deputy Director-General of the Priority Projects Division in February 2013. She brings with her an extensive background in local government and the private sector, with experience in marketing and communication roles in Australia and New Zealand.

Sue is responsible for:

- *The Queensland Plan, a 30-year vision for Queensland.* The Plan will be developed over the course of 2013 through a collaborative process involving the community, business and industry representatives, state and local government officers and Members of Parliament.
- One Stop Shop, an initiative delivering simpler and easier access to government services.
- Open Data, making government data available to the public allowing the development of innovative services and solutions. The open data revolution is a key part of the government's agenda to drive growth and job creation in Queensland.

Previously Sue has held several executive roles in Brisbane City Council where she was responsible for marketing, customer services, front-line services (including waste management) and shared services.

Her achievements include the development of Council's first brand strategy and customer focus strategy, and the establishment of the Shared Services Centre providing financial and procurement services to all parts of Council. Sue represented Council on several external bodies and boards and, as a trained Incident Controller, was closely involved in Council's disaster response work, including for the 2011 floods.

In October 2013, Sue will take up the role of Director-General of the Department of Science, Information Technology, Innovation and the Arts.

## **Craig Evans**

### **Deputy Director-General**

Craig was appointed Deputy Director-General, Department of the Premier and Cabinet in March 2012. In this role he is responsible for leading the Queensland Government's policy development and policy coordination processes, the public sector renewal program and providing policy advice to the Director-General and Premier.

Previously, Craig held various positions within the Brisbane City Council, most recently Executive Manager, Disaster Response and Recovery.

Craig has had an extensive military career, held the position of Chief of Staff for the Lord Mayor (2004-06) and has also worked for a number of Australian-based professional services companies in the Middle East and Asia. He has studied Strategic and Global Security at the Indian National Defence College, New Delhi and holds a Master of Defence Studies from the University of New South Wales.

Craig also has a Graduate Diploma of Defence Studies (Public Policy and Strategic Security) from Deakin University, was a Graduate at the Australian Army Command and Staff College in 1993 and holds a Bachelor of Arts (First Class Honours) from the University of New South Wales.

Craig was appointed a Member of the Order of Australia in 2001.

## **Pat Vidgen**

### **Deputy Director-General, Governance**

As Deputy Director-General, Governance, Pat is responsible for leading the delivery of executive and corporate support services by the department. Pat has more than twenty years of public sector experience in negotiating key outcomes for Queensland, and is a respected advisor to the most senior levels of government including successive Premiers, Ministers, Governors, Governors-General, and chief executives in government and non-government agencies.

Pat has previously held various senior positions within the Department of the Premier and Cabinet in the areas of Constitutional and Administrative Law Services, Security Planning and Coordination and State Affairs. He has successfully managed projects across a diverse range of areas, including major event facilitation (e.g. Commonwealth Heads of Government Meetings, Asia-Pacific Economic Cooperation meetings, Queensland 150<sup>th</sup> anniversary celebrations), major disaster recovery (Cyclone Larry and Queensland Floods) and feasibility studies for the Gold Coast 2018 Commonwealth Games.

Pat currently represents the Queensland Government on a range of Commonwealth and state government boards and committees, such as South Bank Corporation, Australian Honours and Bravery Councils and Australian-New Zealand Counter-Terrorism Committee.

## **Theresa Johnson**

### **Parliamentary Counsel**

Theresa was appointed Queensland Parliamentary Counsel in February 2010. She is a highly qualified lawyer and legislative drafter, and joined OQPC in 1991 after periods in private practice, academia and the Commonwealth public sector where she began her drafting career with the Commonwealth Office of the Parliamentary Counsel.

Theresa holds a Bachelor of Laws Degree (Honours) from the University of Queensland and a Master of Law Degree from Cambridge University. She has extensive academic and professional expertise in the areas of constitutional and administrative law.

As chief executive of the office, Theresa has overall responsibility for ensuring the office effectively and efficiently supports the government and democracy in its drafting and publishing of legislation for Queensland. Theresa is leading OQPC during a period of significant transformational change, with OQPC working incrementally towards becoming Australia's best provider of legislative drafting and publishing services.

Theresa also represents Queensland on the Australasian Parliamentary Counsel's Committee, a senior interjurisdictional body responsible for developing national uniform legislation and supporting national regulatory reform. Queensland has been actively involved in the recent delivery of significant national scheme legislation, including as lead drafting jurisdiction for the heavy vehicle national legislation.

## **Ian Beale**

### **Deputy Parliamentary Counsel**

Ian was appointed Deputy Parliamentary Counsel in 2008. Ian is a Solicitor with Bachelor of Laws, Bachelor of Arts and Master of Law Degrees from the University of Queensland. Before joining OQPC in 1995, Ian was employed as a solicitor for 13 years in a Brisbane firm of solicitors and during that time gained extensive experience in litigation and commercial law practice.

As Deputy Parliamentary Counsel for group 1, Ian has responsibility for delivering the legislative program for a number of agencies. Ian also has responsibility for the quality assurance of draft legislation and for publication of Queensland legislation and information about Queensland legislation.

## **Annette O'Callaghan**

### **Deputy Parliamentary Counsel**

Annette was appointed Deputy Parliamentary Counsel in 2010. Annette has a Bachelor of Laws Degree from the Queensland University of Technology and began her legal career in Queensland at Crown Law. Annette is a Solicitor and first joined OQPC in 1993, before performing senior drafting and leadership roles in Victoria and New South Wales, where she drafted significant legislation on behalf of the Australasian Parliamentary Counsel's Committee.

As Deputy Parliamentary Counsel for group 2, Annette has responsibility for delivering the legislative program for a number of agencies. Annette also has responsibility for OQPC's business systems, including information systems and the eLegislation project.

## Corporate Governance Group

The Corporate Governance Group (CGG) meets fortnightly and is the department's senior executive forum for strategic corporate governance decision making.

The CGG has been established to support the Director-General to effectively discharge the legislative accountabilities relevant to that role and the department.

Membership of the CGG during 2012-13 reporting period comprised:

- Director-General
- Deputy Directors-General
- Queensland Parliamentary Counsel
- Commission Chief Executive (CCE), Public Service Commission\*

\* the CCE is the accountable officer of the Public Service Commission and provides advice to DPC on matters relating to corporate governance.

The CGG:

- leads the delivery of the department's *Strategic Plan 2012-16* including the Vision to be the 'The best public sector in Australia: efficient, modern and service-oriented'
- ensures adherence to accepted ethical standards and best practice
- promotes a culture of high performance, innovation and customer focus and monitors the implementation of recommendations to improve business processes and work practices

- monitors the implementation of corporate policies
- provides oversight of significant financial and procurement processes, including input into key strategies
- formally endorses agreed financial and budget submissions
- monitors performance and reporting requirements
- approves risk treatments for operational and strategic risks
- considers workforce capability and industrial relations developments impacting on the DPC workforce and advises on workforce strategies and programs
- ensures information resources and infrastructure support the department's service delivery requirements
- monitors progress of key ICT projects and makes recommendations in relation to prioritisation of future ICT works and projects
- approves management responses to internal audit recommendations and reviews recommendations arising from Audit and Risk Management Committee meetings.

In the event of a crisis, the CGG may be called upon to activate the department's service area business continuity plans and undertake crisis management activities as detailed in the *Business Continuity Framework*.

## Audit and Risk Management Committee

The DPC Audit and Risk Management Committee (ARMC) has the responsibility of providing independent assurance and assistance to the Director-General in the areas of:

- Financial Statements
- Risk management
- Internal controls
- Performance management
- Internal Audit
- External Audit
- Compliance.

The DPC Audit and Risk Management Committee has observed the terms of its charter and has had due regard to Queensland Treasury's *Audit Committee Guidelines*.

Remuneration for members for this period totalled \$2328.

The ARMC meets at least quarterly, and during the past year has overseen:

- the completion of a full review and refresh of all internal audit and risk management documents and processes in line with better practice including a new *Risk Management Framework* and *Strategic Risk Register*
- the commencement of a process of renewal of the ARMC in order to increase the proportion of external members
- the review of contract performance of the co-sourced internal audit provider.

The membership of the ARMC during the 2012-13 reporting period comprised:

- Graham Carpenter (Chair)
- Director-General, Deputy Directors-General, Queensland Parliamentary Counsel, Commission Chief Executive, Public Service Commission (members).

# Corporate support functions

## Internal Audit

During 2012-13, the department's internal audit function was co-sourced with the private sector and the Executive Director, Business Services filled the position of the DPC Head of Internal Audit. The function provides independent and objective assurance to the Director-General that the department is operating efficiently, effectively and economically. It assists the department in achieving its objectives by systematically evaluating and recommending improvements to the department's risk management, internal control systems and governance processes.

The internal audit function operates independently of the activities it reviews, of management and authorised external auditors, and under an Internal Audit Charter consistent with relevant audit and ethical standards, approved by the Corporate Governance Group.

The function operates in accordance with the *Strategic and Internal Audit Plan* approved by the Corporate Governance Group. The Plan is informed by agency strategic and operational risks set out in the business areas Risk Registers, in order to identify and focus on areas of significant operational and financial risk. Processes are also strengthened by the department's *Risk Management Framework*.

Significant achievements of DPC's internal audit function during the year include the successful implementation of a more cost-effective internal audit service delivery model by accessing the broader skill base of a private sector firm; the commencement of a process of renewal of the Audit and Risk Management Committee in order to increase the proportion of external members; and the completion of a full review and refresh of all internal audit and risk management documents and processes in line with better practice.

In the development of the department's internal audit and risk management processes, due regard has been given to Queensland Treasury's *Audit Committee Guidelines*.

## Risk management

The department's risk management process provides a systematic and consistent approach to managing risks. During 2012-13 the department's risk management process was applied through the department's revised *Risk Management Framework*.

Executive management participated in a strategic risk assessment workshop to identify risks that might impair the department's ability to achieve objectives outlined in the department's Strategic Plan.

From 2013-14, risk management processes will be integrated into the Department's corporate governance framework through inclusion in strategic and business planning processes and business units will regularly review and update their risks.

## Recordkeeping

The department continues its commitment to provide quality recordkeeping through the provision of policies, processes and systems to support decision-making and accountability.

In 2012-13, the following initiatives and activities were undertaken:

- conducted a comprehensive quality assurance program to ensure data integrity in the HP TRIM eDRMS and to address security and access issues identified in the audit of *Information Standard 18: Information Security Compliance*
- provided TRIM eDRMS services to the Office of the Governor
- provided assistance to Cabinet Services in the migration to a new secure business system based on TRIM eDRMS
- developed recordkeeping and TRIM awareness content for inclusion in the induction package for new departmental employees
- delivered updates to TRIM training packages, Quick Guides and user manuals for general and specific TRIM user groups
- implemented the department's functional *Retention and Disposal Schedule*
- created and updated relevant policies and guidelines to ensure information management compliance with the provisions of the *Public Records Act 2002, Information Standard 40: Recordkeeping*, and *Information Standard 31: Retention and Disposal of Public Records*.

In 2013-14, a key priority will be a review of departmental processes to facilitate a 'paper lite' environment, including the development of a digitisation disposal policy.

## Business systems

The department purchases transactional processing services from Queensland Shared Services and uses the whole of government SAP and Aurion systems for finance and human resource management respectively.

The department utilises TRIM for eDRMS. This system provides secure, effective and efficient management of correspondence, documents and records.

As the principal information system used to record historical and proposed Cabinet business of the

government, a new TRIM Cabinet Information System (TCIS) was implemented in 2012-13. This business system has enhanced information security and business functionality. Access to the system by departments is administered by Cabinet Services.

### **External scrutiny**

In 2012-13, the following external reviews were conducted by the Queensland Auditor-General:

- a cross-sector review of the effectiveness of fraud controls identified opportunities in Queensland government agencies to target at-risk areas
- a review of the Drink Safe Precincts trial identified opportunities to improve planning, implementation and evaluation of projects, programs and trials.