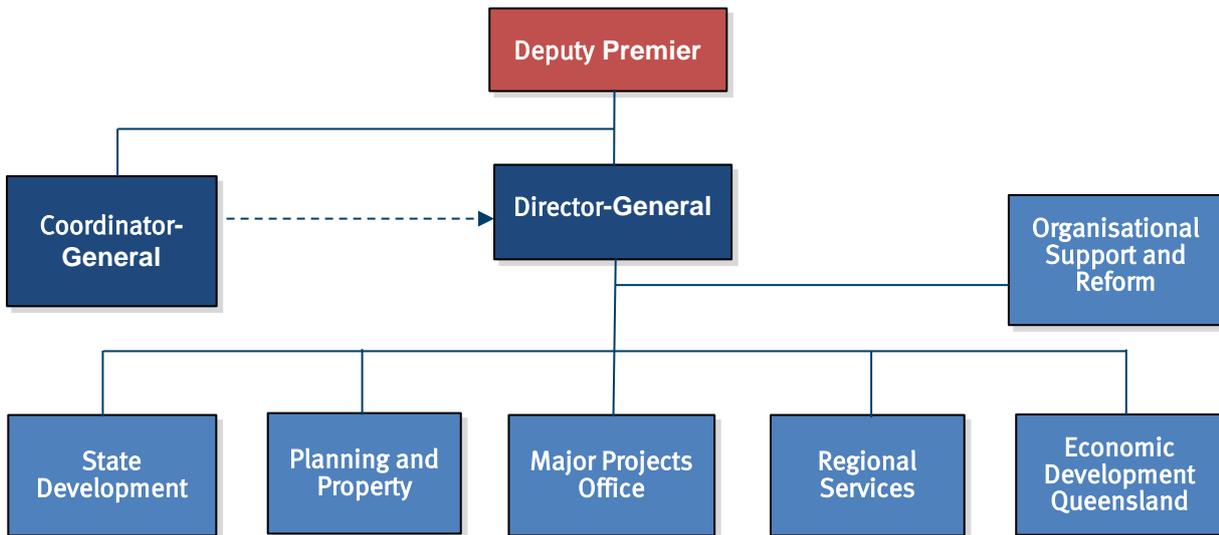


# Governance

## Organisation structure



## Executive team

### Director-General

David Edwards' professional background is in economics, infrastructure, project management and public policy. Prior to being appointed Director-General of DSDIP in April 2012, David's previous positions included Manager of Strategy and Market Development for GHD, a global engineering and professional services company, and State Director for the Committee for Economic Development of Australia, Australia's oldest independent economic think tank. Prior to that David worked in senior roles in several government agencies including the Department of State Development and the Department of the Premier and Cabinet.

In addition to his role as Director-General, David is chair of Economic Development Queensland, Deputy Chair of the Commonwealth Games Infrastructure Authority, a director of South Bank Corporation and of Trade and Investment Queensland, and a member of Infrastructure Queensland.

## Coordinator-General

The Coordinator-General plans, delivers and coordinates large-scale economic development projects under the SDPWOA.

The Coordinator-General leads the environmental impact assessment process that facilitates coordinated projects and states or recommends the conditions under which subsequent approvals for these projects may be granted. The Coordinator-General may also determine if major project proposals require whole-of-government management.

The Coordinator-General also:

- establishes and manages SDA planning and development approvals
- acquires land or easements to facilitate development
- declares prescribed projects which provides the power to intervene in decisions associated with development applications if required to overcome any unreasonable delays.

The Office of the Coordinator-General is organised into three areas:

- Land Acquisition and Delivery
- State Development Areas
- Coordinated Project Delivery.

### Coordinator-General

Barry Broe's professional background is in infrastructure, major projects and transport, across all aspects of planning, design, funding, procurement, construction, operations and maintenance. He holds a Bachelor of Civil Engineering and a Master of Engineering and Technology Management. His work history includes executive leadership roles in local and state government where he has been responsible for the planning and delivery of major infrastructure projects.

## State Development

The State Development group consists of the Economic and Regional Development, Industry Development, Supply Chain Development, and Infrastructure Policy and Planning divisions, and the department's Futures Unit. These areas:

- lead economic and industry policy development for the state
- facilitate industry and supply chain projects to grow the economy and jobs
- assist the development of the coal seam gas/liquefied natural gas and resource industries
- lead infrastructure policy and prioritisation
- deliver the Royalties for the Regions program to help local government and communities manage the impacts of rapid growth in the resource sector
- produce economic strategies to develop and diversify regional economies.

## Deputy Director-General State Development

Jamie Merrick held a number of senior economic development roles in the United Kingdom prior to being appointed Deputy Director-General of State Development. His work has included leading strategy development for the UK's most research intensive regional economy, innovative approaches to infrastructure prioritisation and delivery of major regeneration projects. Jamie has also worked for the UK Government on industrial policy and the future of business support arrangements, and in the private sector for a high growth technology company.

## Planning and Property

Planning and Property is organised under four key areas—Planning Services, Regional Planning, Development Assessment and Government Land and Asset Management. Together these areas are focussed on delivering an effective planning system and efficient development processes by:

- delivering enhanced economic and social outcomes from government property assets by providing a centralised function for identifying, assessing and managing the state's property-based assets to their fullest potential
- reforming the state's planning and development assessment system to one that:
  - provides a state-wide, whole-of-government approach to planning and development assessment
  - minimises regulation, clearly articulating state interest and enabling discretionary decision-making, which allows local governments to better plan for and support their communities
  - provides the development industry with greater certainty regarding assessment times and outcomes
  - gives communities confidence that the planning and development assessment system will promote their collective interests and minimise the risk of harmful development.

## Deputy Director-General Planning

Greg Chemello has 30 years' experience in the property and development sectors and has held senior professional, management and leadership roles with both public and private sector property asset owners and private sector advisory/consulting businesses. With qualifications in town planning, environmental science and business management, Greg has managed an extensive range of private and public sector development projects across the sport, leisure, entertainment, residential, retail, commercial and industrial sectors. In addition to delivery of development projects, Greg has extensive business management experience.

## Major Projects Office

The Major Projects Office provides expertise for the management and delivery of the infrastructure and property development projects the department is involved in, on behalf of other agencies, through:

- timely facilitation, project management and delivery of high

priority and complex infrastructure and property projects with a state development benefit for Queensland

- collaboration with the private sector to deliver government objectives through private sector investment and development.

### Deputy Director-General Major Projects Office

Stuart Pickering has more than 30 years' experience in capital development, strategic asset management and facilities operational management across state based and national organisations. In addition to asset and capital development projects, Stuart has extensive business management experience at executive and director level for both private and government organisations. With qualifications in architecture and commerce, Stuart has managed an extensive range of projects across retail, commercial, education, residential, health and industrial sectors.

## Regional Services

Regional Services provides an integrated suite of business, industry, regional development and land use planning services in partnership with the Queensland Government departments of:

- State Development, Infrastructure and Planning
- Tourism, Major Events, Small Business and the Commonwealth Games.

### Deputy Director-General Regional Services

Kathy Schaefer has diverse leadership experience, having worked in three states in two tiers of government across local, regional and state settings. Kathy's professional experience includes leading major cultural and structural reform processes. Kathy holds academic qualifications in business administration and education.

## Economic Development Queensland

EDQ focuses on complex property issues and fast tracking opportunities for urban, residential and industrial development across Queensland. Its role includes enabling or undertaking land

development activities, facilitating infrastructure, and providing a streamlined planning framework for declared areas. EDQ's priorities include:

- delivering or facilitating projects to support economic development e.g. new central business districts for

Southport and Maroochydore,  
Toondah Harbour and Weinam Creek

- progressing the delivery of the Gold Coast 2018 Commonwealth Games™ Village.

## General Manager Economic Development Queensland

Paul Eagles' experience in the planning and development industry spans 30 years, with a major emphasis on the delivery of residential communities that have provided a diverse mix of housing. His career includes senior positions with national development companies working on large master planned communities in South East Queensland and 15 years in local government, including positions with Cairns City Council, Logan City Council and Albert Shire Council. Paul Eagles has been Acting General Manager since 12 May 2014.

Chris Mills was General Manager of EDQ until May 2014. Chris Mills has a background in tourism, property and infrastructure, and has held senior roles in private and public sector businesses. He has facilitated property and infrastructure transactions across the state and managed a range of development, financial, retail and other operating responsibilities. Chris was admitted to the Institute of Chartered Accountants in Australia in 1992.

## Organisational Support and Reform

Organisational Support and Reform provides business and corporate support and services to the department, the Department of Local Government, Community Recovery and Resilience (DLGCRR) and the GasFields Commission (via Service Level Agreements).

It also leads the department's reform and renewal program to drive organisational

reforms that work towards the goal of being the most responsive and respected public sector in Australia—becoming more effective, delivering value for money and ultimately achieving better outcomes for Queenslanders.

This group consists of the following divisions: Corporate Services, Internal Audit, Strategic Policy, Human Resources, Communication and Media, and Legal Services.

## Chief Operating Officer

Colin Cassidy has more than 30 years' experience in local and state government in a range of senior technical, policy and leadership roles. Colin's professional experience includes leading major structural and cultural reforms, legislation and policy and improved service delivery.

## Governance framework

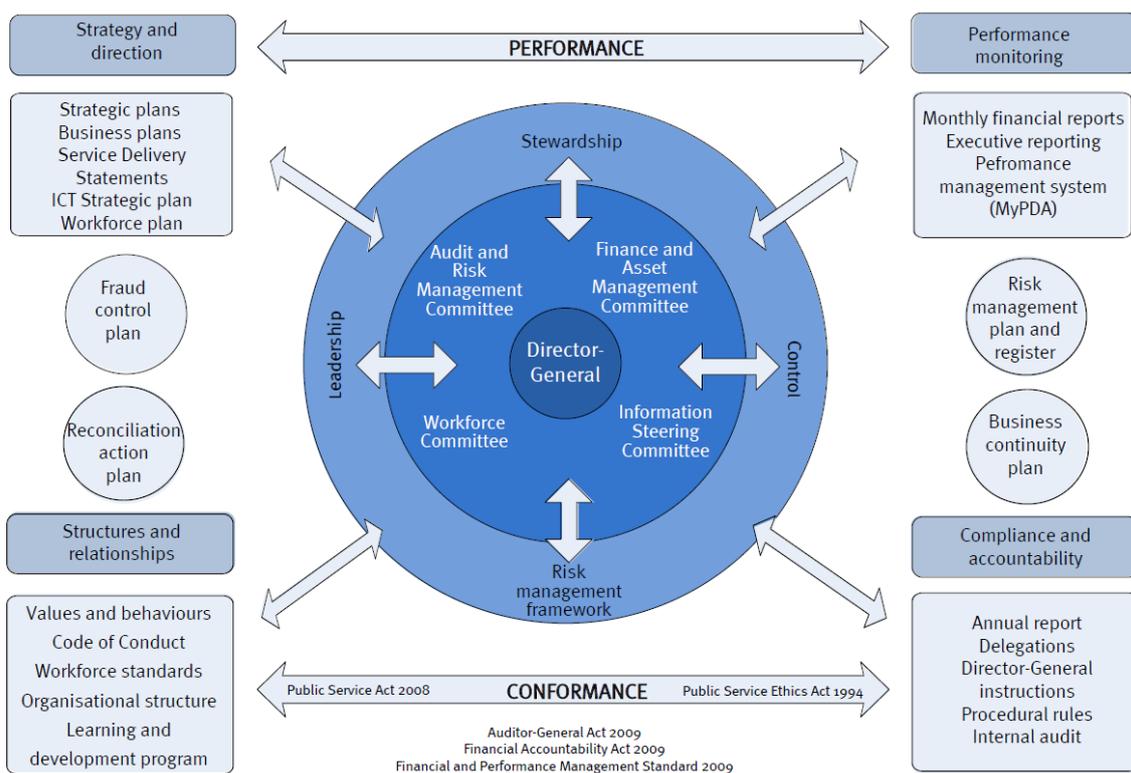
The department is committed to operating in an ethical, transparent and accountable manner. The governance framework supports the delivery of high quality, value for money outcomes for Queenslanders (figure 11). It includes the following committees:

- Executive Leadership Team

- Finance and Asset Management committee
- Audit and Risk Management committee
- Information Steering committee
- Workforce committee

These committees assist the Director-General to meet his corporate governance responsibilities.

Figure 11 Our Governance Framework



## Governance committees

The governance committee roles and membership are as follows:

Committee	Membership and meetings	Responsibilities
Executive Leadership Team (ELT)	<p>Director-General (Chair)</p> <p>Coordinator-General</p> <p>Chief Operating Officer</p> <p>Deputy Directors-General</p> <p>Director, Office of the Director-General (Secretariat)</p> <p>The ELT meets weekly.</p>	<p>The ELT supports the Director-General to comply with his corporate governance responsibilities by:</p> <ul style="list-style-type: none"> <li>• advising the Director-General (as accountable officer) on strategy, goals and performance</li> <li>• reviewing and managing strategic risks</li> <li>• acting as a forum to discuss and resolve strategic issues</li> <li>• reviewing and considering recommendations made by ELT subcommittees</li> <li>• monitoring the department's performance and progress against significant projects</li> <li>• providing leadership in corporate governance improvement</li> <li>• considering and acting upon recommendations of the Audit and Risk Management Committee.</li> </ul>
Finance and Asset Management Committee (FAMC)	<p>All members of ELT are also members of the FAMC.</p> <p>The FAMC meets every second month.</p>	<p>The FAMC provides the Director-General with ongoing assurance in all aspects of financial administration, reporting and control.</p>

Committee	Membership and meetings	Responsibilities
Audit and Risk Management Committee (ARMC)	<p>Chief Operating Officer</p> <p>General Manager, Economic Development Queensland</p> <p>Executive Director, Government Land and Asset Management</p> <p>Executive Director, Development Assessment</p> <p>Two external members including the Chair</p> <p>The committee met four times during 2013-14.</p>	<p>The ARMC (as required by the <i>Financial and Performance Management Standard 2009</i>) provides independent assurance and assistance to the Director-General on:</p> <ul style="list-style-type: none"> <li>• the risk, control and compliance frameworks</li> <li>• external accountability responsibilities as prescribed in the legislation and standards.</li> </ul>
Information Steering Committee (ISC)	<p>Deputy Director-General, State Development (Chair)</p> <p>Chief Operating Officer</p> <p>Deputy Director-General, DLGCRR</p> <p>Deputy Director-General, Regional Services</p> <p>Executive Director, Communication Services</p> <p>Executive Director, Land Acquisition and Delivery, Office of the Coordinator-General</p> <p>Director, Regional Economic Programs, State Development</p> <p>The ISC meets quarterly or as otherwise determined by the Chair.</p>	<p>The ISC provides the Director-General with advice and recommendations regarding the strategic direction and use of information and communications technologies (ICT) and provides assurance regarding ongoing ICT asset management and replacement.</p> <p>The ISC is supported by the Information Management Subcommittee, which provides advice and recommendations on the management of records, information, communications and technology assets as well as investment proposals for the operation of ICT activities.</p>

Committee	Membership and meetings	Responsibilities
Workforce Committee	<p>Director, Human Resources</p> <p>Together Union representative</p> <p>Departmental management and workforce representatives</p> <p>The Committee meets on an as required basis.</p>	<p>The Committee includes the Work Health Safety committee and the Consultative committee, the principal consultative body for unions and management. The committees consider:</p> <ul style="list-style-type: none"> <li>• organisational change and restructuring</li> <li>• workload management</li> <li>• workplace, health and safety</li> <li>• balancing work, life and family</li> <li>• workforce data</li> <li>• organisational matters such as review of, changes to, or introduction of new workforce management policies</li> <li>• consultation with public sector union.</li> </ul>

## Ethics and integrity

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 framework covers important integrity services and functions including complaints management, lobbyist contacts, declarations of interest registration, gift and benefits registration, ethics advice and training, Crime and Misconduct Commission (CMC)<sup>1</sup> liaison, public interest disclosure management and fraud and corruption prevention.

The department has embedded the principles and values of the *Public Sector Ethics Act 1994* explicitly and implicitly in its strategic planning process and documents, human resource management policies and procedures and in employees' Performance and Development Agreements. The department engages with employees, the general public and the private sector in an honest, impartial and accountable manner.

Departmental employees uphold the Code of Conduct for the Queensland Public Service and are provided training in the code through induction, online training and specific targeted face-to-face training provided by departmental and external training providers. The department's online training in ethical decision making has been refreshed and will be rolled out to staff in the coming financial year,

along with more intensive workshop-style ethics and integrity training.

The department supports managers and staff to implement the code throughout their work by providing:

- access to the code on the department's intranet and internet websites
- supplementary face-to-face training in the code and ethics and integrity topics for a number of targeted business areas
- access to external training on ethics and integrity related matters including 'Your Ethical Compass' training from the Queensland Ombudsman's Office
- managers workshops on a range of ethics and integrity related corporate governance topics
- policies and procedures with practical guidance
- responses to requests for advice on ethics matters by telephone and email
- online tools, resources and support networks
- management of complaints and allegations of alleged breaches of the code
- maintaining close cooperation and liaison with the CMC
- monitoring of trends and issues and implementation of improvements as a result of lessons learned from cases and complaints
- encouragement to managers to raise ethics and integrity matters for regular discussion, which assists in highlighting employees' individual responsibilities.

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<sup>1</sup> Crime and Corruption Commission (CCC) to operate from 1 July 2014

## Risk management

The department takes an active approach to risk management, emphasising its role in informed business decision-making. The framework used is in line with Australian Standards and Queensland Treasury and Trade guidelines.

Through objective risk identification, assessment, monitoring and treatment, the department aims to appropriately address risk and take action to enhance positive outcomes and limit undesirable outcomes without being unnecessarily risk averse.

Risk management is further integrated into the department's planning cycle at an operational level, with the use of environmental scanning to ensure risks and opportunities are identified and

subsequent actions appropriately aligned to the department's objectives.

During 2013-14 the Queensland Audit Office (QAO) undertook an area of emphasis audit to assess the relevance and appropriateness of risk management procedures and assessments.

The QAO audit acknowledged that the department has, over the last two years, embarked on a significant improvement program in relation to strengthening its risk management procedures and practice including its risk management framework, implementation of policies, risk identification, assessment, mitigation and reporting.

No significant weaknesses or deficiencies were identified by the audit.

## Accountability

### Audit and Risk Management Committee

The ARMC establishes the authority and responsibilities of the committee and was prepared with reference to:

- the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- Queensland Treasury and Trade 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.

In 2013-14 the membership and remuneration (if applicable) of the ARMC was:

- Eric Muir – Chair and external member and the remuneration for 2013-14 was \$8,008
- Joshua Chalmers, Partner, PriceWaterhouseCooper - external member and the remuneration for 2013-14 was \$2,640
- Colin Cassidy, Chief Operating Officer
- Chris Mills, General Manager, Economic Development Queensland (until May 2014)
- Stephen Evill, Executive Director, Government Land and Asset Management

- Steve Conner, Executive Director, Development Assessment

Key achievements for the ARMC during 2013–14 include:

- reviewing and endorsing the department's financial statements for the year ended 30 June 2013, the Internal Audit Strategic Plan 2014–17, and the Annual Audit Plan 2014–15
- endorsing the ARMC Charter and the Internal Audit Charter for 2014–15
- reviewing and considering the QAO Strategic Audit Plan and Client Strategy for the department
- considering the scheduling, status and findings of QAO financial and assurance audits
- endorsing the department's Risk Management Framework 2013
- endorsing the department's Fraud and Corruption Prevention Plan 2013.

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

### Internal Audit

In accordance with section 29 of the *Financial and Performance Management Standard 2009* the department has an established independent Internal Audit function.

The Internal Audit function must operate under an internal audit charter which 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*
- IIA *International Professional Practice Framework*
- the Queensland Treasury and Trade Audit Committee Guidelines—*Improving Accountability and Performance*
- better practice guidance issued by the Australian National Audit Office.

The Charter was endorsed by the ARMC and approved by the Director-General and is consistent with accepted auditing and ethical standards.

Internal Audit provides independent and objective advice to the Director-General and aids him in the discharge of his statutory functions and duties as accountable officer. The scope of Internal Audit coverage is set out in the Internal Audit Strategic Plan 2013–16. This plan follows a risk-based methodology, balancing emerging issues against reviews of core business and transactional processes. Ms Jo Buckley CA B.Com is Head of Internal Audit.

Achievements of Internal Audit during 2013–14 include:

- providing advisory services to the department in order to improve risk management, control and governance, and business operations

- completing audits and reviews as agreed with the ARMC, resulting in appropriate management recommendations for improving governance processes and business operations
- proactive follow-up with management regarding their timely implementation of internal and external audit recommendations
- provision of secretariat services as outlined in the ARMC Charter
- adoption of a co-sourced service delivery model for the provision of an effective internal audit function.

### External reviews

In addition to the Auditor-General report of the department's financial statements, the Auditor-General conducted audits during the year where recommendations were specifically addressed to the

department or addressed to all agencies to consider. These audits included:

- Auditor-General's Report 6: 2013-14, Results of audit: Internal control systems was tabled in Parliament 19 November 2013
- Auditor-General's Report 10: 2013-14, Contract Management Renewal and Transition was tabled in Parliament 3 December 2013
- Auditor-General's Report 18: 2013-14, Monitoring and Reporting Performance tabled in Parliament 26 June 2014.

Recommendations addressed to the department were accepted and management plans are in place. Progress in implementing Auditor-General recommendations is monitored and followed-up by Internal Audit and reviewed by the ARMC.

## Information management and recordkeeping

The department utilises an electronic document records management system (eDRMS) to capture, maintain and protect the accuracy and reliability of its records for as long as they are required to support business, regulatory, social and cultural needs.

The department is committed to meeting its responsibilities under the *Public Records Act 2002*. The record keeping policy protects the department's information assets and ensures that departmental records are the basis for organisational accountability, current and future policy formation and management decision-making. Records kept as archives also form part of the department's

information assets and the state's cultural heritage.

Our records management approach includes:

- implementing and maintaining a records management framework that includes clear and concise policy, procedures and work instructions
- managing programs and recordkeeping systems that comply with legislation and government directives including collaboration and sharing of tools
- implementing Paper Lite approaches to records management including digitisation and electronic processing of information over the next two years

- 
- leading cultural reform across the department by creating supportive recordkeeping awareness resources and system training to proactively provide staff with assistance.

The department uses TRIM as an eDRMS that provides secure, effective and efficient management of correspondence, documents and records. The department also uses the whole-of-government SAP system for financial management and the Aurion system for human resource management.