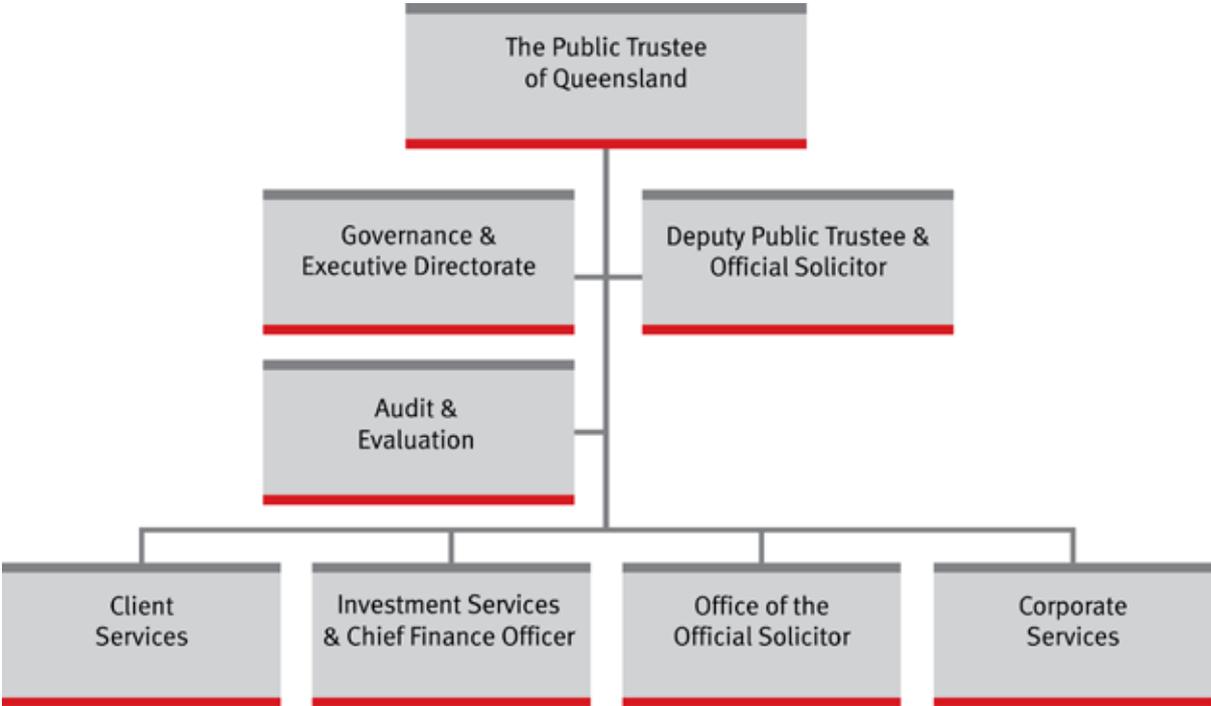


Management and structure



Executive management

Mark Crofton

Acting Public Trustee of Queensland

Mark Crofton was appointed the Acting Public Trustee of Queensland upon the expiration of the term of the former Public Trustee of Queensland, Mr Peter Carne. The acting arrangement will remain until the appointment of a permanent Public Trustee of Queensland.

Prior to being appointed as the Acting Public Trustee, Mark was both Deputy Public Trustee and the Official Solicitor. In the latter role Mark headed our in-house legal practice that provides legal support to the Public Trustee and our clients. Mark has a Bachelor of Arts and Bachelor of Laws (Hons) from the University of Queensland and a Masters of Laws from Queensland University of Technology and was a 2011 Churchill Fellow. He has extensive experience practising law in both the private and public sectors and has spent a large part of his career undertaking legal work in relation to succession, trusts and clients with a disability.

Tony Steinmetz

Executive Director Client Services

Tony Steinmetz has been working in the trustee field for over 38 years, firstly with the Public Trustee NSW where he was Deputy Public Trustee and General Manager Client Services, and now at the Public Trustee. He has a wealth of experience in the personal trustee field including investment management. He also holds tertiary qualifications in law and management.

In his role, Tony directs the delivery of the Public Trustee Client Services across Queensland through a network of regional offices together with associated agent representatives. Tony strongly supports the vital role trustees play in ensuring the interests of clients are protected.

Tim Murphy

Executive Director Investment Services and Chief Finance Officer

Tim Murphy commenced in June 2012 as Executive Director Investment Services and Chief Finance Officer, and is responsible for the financial management and investment frameworks of the Public Trustee. Following the departure of Christina Murdoch, the former Executive Director Corporate Services, in October 2014, Tim assumed managerial responsibility for the programs within Corporate Services, including Information Services, Human Resources, Property and Marketing.

Tim is a chartered accountant and has extensive experience in the financial services industry in leadership and management roles including audit, finance, investment management, financial planning and risk and compliance. Tim also has previous specific experience working in the trustee industry. During this time he held a number of senior management positions in finance, risk and compliance, investment management and general management.

Caroline Hannigan

Director Governance and Executive Directorate

Caroline Hannigan is the Director Governance and Executive Directorate and is responsible for all matters relating to internal governance and external conformation of the organisation. Caroline provides direction to support the strategic and operational objectives of the organisation through risk, planning and performance monitoring. In her role, Caroline ensures that the ongoing accountability and necessary compliance framework is delivered within the organisation.

Caroline is a certified practising accountant with experience in financial management and external and internal audit. Caroline is committed to achieving better practice in governance within the organisation.

Kathryn Williams

Acting Official Solicitor

Kathryn Williams has been the Acting Official Solicitor from March 2014. The Office of the Official Solicitor provides in-house legal advice to the Public Trustee in his many and varied capacities.

Kathryn has a Bachelor of Laws (Hons) from the Queensland Institute of Technology (now known as the Queensland University of Technology). Kathryn joined the Public Trustee in 1991 after having worked in private practice following her admission as a solicitor in 1987. Kathryn has considerable experience in the laws relevant to the core business areas of the office (succession, trusts and clients with a disability).

Senior internal management committees

The Public Trustee has an array of internal committees established and developed in order 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.

Internal committees play an important role in helping to meet compliance obligations.

Committees are an integral part of our governance arrangements that also include performance reporting and internal and external conformance to ensure that better practice and standards are applied and adhered to in all areas of our operations.

Executive Management Team

The Executive Management Team (EMT) is the most senior team in the organisation. The role of EMT is to provide leadership within the organisation by:

- ensuring that the organisation continues to make a difference to the lives of Queenslanders and supports Government community objectives
- determining the corporate vision and strategic direction
- building organisational capability
- ensuring the future sustainability of the organisation
- responsible for organisational governance including risk management.

Membership of the EMT is determined by the Public Trustee. The members for the 2014–15 reporting period were:

- Public Trustee of Queensland (Chair)
- Official Solicitor
- Executive Director Client Services
- Executive Director Investment Services and Chief Finance Officer
- Executive Director Corporate Services
- Director Governance and Executive Directorate.

The EMT met 23 times during 2014–15.

Organisational Performance Group

The role of the Organisational Performance Group (OPG) is to coordinate the development and review of the strategic plan and to monitor ongoing organisational performance. Members provide advice and recommendations to the Chair and the group reports to the EMT.

The core functions of the OPG are to:

- monitor and review organisational performance against delivery of existing priorities and ensure appropriate action is being undertaken to address any performance issues
- contribute to the ongoing development and implementation of the strategic plan
- undertake information gathering for future developments that may impact on the strategic direction to inform future priorities
- promote and maintain links with other organisational committees to ensure the alignment of planning activities.

Membership of the OPG is determined by the Public Trustee. The members for the 2014–15 reporting period were:

- Public Trustee of Queensland (Chair)
- Official Solicitor
- Executive Director Client Services
- Executive Director Investment Services and Chief Finance Officer
- Executive Director Corporate Services
- Director Governance and Executive Directorate
- Director Finance
- Director Investment Services
- Director Property
- Chief Information Officer
- Director Estate and Trust Management
- Director Disability Services
- Director Client Services, Capability and Performance
- Director Estates
- Director Human Resources
- Deputy Official Solicitor.

OPG met 11 times during 2014–15.

Workplace Health and Safety Committee

The primary function of the Workplace Health and Safety Committee is to ensure compliance with the *Work Health and Safety Act 2011*.

Members of the committee were:

- Director Human Resources (Chair)
- Director Property
- Director Client Services Capability and Performance
- Director Investment Services
- Director Legal Services
- Manager Workplace Environment and Business Support (acting chair when Director is not available)
- Trained Safety Advisor(s)
- Rehabilitation and Return to Work Co-ordinator
- Workplace Health and Safety Representatives (from each location)
- Regional Managers (all invited).

The committee met four times during 2014–15.

Establishment Review Committee

The primary function of the committee is to consider vacancies (both temporary and permanent) and proposal for higher duties, secondments (in and out) and the use of temporary employees on a case by case basis to establish criticality to fill positions, aligned with the government's principles.

Members of the committee were:

- Executive Director Corporate Services (Chair)
- Executive Director Client Services
- Executive Director Investment Services and Chief Finance Officer
- Director Human Resources
- Manager Workplace Environment and Business Support (secretariat)
- Senior Human Resource Officer (secretariat).

The committee met on a weekly basis and in total 50 times during 2014–15

Information Steering Committee

The Information Steering Committee is responsible for:

- providing whole-of-agency leadership, strategic direction and oversight in the planning and delivery of information and communications technology (ICT) related initiatives
- providing assurance that information management and ICT is being appropriately governed to ensure return on investment through effective delivery of approved initiatives.

Members of the committee were:

- Executive Director Corporate Services (Chair)
- Chief Information Officer
- Executive Management Team
- Client Services nominee
- Finance and Investment Services nominee
- Project Management Office (PMO) nominee

The committee met four times during 2014–15.

Strategic Asset Management Committee

The key objective of the Strategic Asset Management Committee is to oversee the development, review and revision of the Public Trustee's asset management plan and monitor progress of key initiatives.

Members of the committee are:

- Executive Director Investment Services and Chief Finance Officer (Chair)
- Executive Director Corporate Services
- Executive Director Client Services
- Director Property
- Director Client Services Capability and Performance
- Chief Information Officer
- Director Investment Services
- Director Finance
- Director Governance and Executive Directorate
- Managing Lawyer.

The committee met six times during 2014–15.

The Insurance Sub-Committee supports the Strategic Asset Management Committee through the provision of strategic and risk management advice in relation to the management of client and corporate insurances held by the Public Trustee. Members of the insurance sub-committee are:

- Executive Director Investment Services and Chief Finance Officer (Chair)
- Executive Director Corporate Services
- Executive Director Client Services
- Director Property
- Director Governance and Executive Directorate
- Managing Lawyer.

The Insurance sub-committee met six times during 2014–15.

Boards and committees with external membership

Public Trust Office Investment Board

The Public Trust Office Investment Board (the Investment Board) is responsible for controlling and managing the investments of the Common Fund pursuant to section 21(1) of the *Public Trustee Act 1978*. The Investment Board also provides advice to the Public Trustee on the investment management of the Public Trustee of Queensland Investment Funds.

During the 2014–15 year the Investment Board:

- reviewed the credit policy, taking into consideration the risk appetite of the organisation and the counterparty risks that prevail in the global financial environment
- reviewed the operating limits for interest rate risk
- approved and monitored the investment strategy of the Common Fund taking into consideration the historically low yield environment
- endorsed the interest rates payable to clients
- provided advice to the Public Trustee on the strategic review of the Public Trustee of Queensland Investment Funds
- undertook *Code of Conduct for the Queensland Public Service* (Code of Conduct) training as adopted by the Investment Board.

During the 2014–15 year the members of the Investment Board were:

- Mr Mark Crofton, Acting Public Trustee of Queensland (Chair) – attended 5 meetings
- Mr Henry Smerdon, Consultant and former Under Treasurer – attended 5 meetings
- Mr Neville Ide, Financial Consultant – attended 5 meetings
- Mr Walter Ivessa, Assistant Under Treasurer, Queensland Treasury (replaced by Mr Warwick Agnew) – attended 1 meeting
- Mr Warwick Agnew, Chief Operating Officer, Queensland Treasury (appointed by Governor-in-Council, 21 November 2014) – attended 3 meetings.

Pursuant to the *Public Trustee Act 1978*, the Investment Board must consist of at least three members one of whom shall be the Public Trustee of Queensland and one of whom shall be an officer of the department administered by the Treasurer.

Remunerated committee members	Amount
Mr Henry Smerdon	\$1,795
Mr Neville Ide	\$1,795
Total	\$3,590

The Investment Board met five times during 2014–15.

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) is an independent advisory body established to assist the Public Trustee of Queensland in fulfilling his responsibilities as the Accountable Officer under the *Financial Accountability Act 2009*.

The committee operates under a terms of reference established according to Queensland Treasury's best practice guidelines. The committee has assisted with reviewing:

- financial statement preparation processes and oversight
- the risk management framework
- the fraud and corruption control framework
- internal audit plans for endorsement
- actions from internal and external audit reviews.

Voting members of the committee were:

- Mr Stephen Maitland, OAM, RFD (External Chair)
- Ms Lisa Dalton (External Representative)
- Mr Glenn Poole (External Representative)
- Nominated Representative of the Public Trustee*.

Standing invitees of the committee are:

- The Public Trustee of Queensland
- Executive Director Investment Services and Chief Finance Officer
- Director Governance and Executive Directorate (Secretary)
- Manager Audit and Evaluation
- Queensland Audit Office.

* Ms Caroline Hannigan was the nominated representative of the Public Trustee at the August 2014 and June 2015 meetings of the committee.

Remuneration to committee members during the 2014–15 financial is detailed below.

Remunerated committee members	Amount (GST exclusive) ¹
Delphin Associates (Stephen Maitland)	\$15,042.50
Lisa Dalton	\$9,500.00
Glenn Poole	\$10,312.50
Total	\$34,855.00

¹ Includes fees outstanding for meetings attended during 2014–15.

The committee met four times in the 2014–15 financial year.

Voting members of the committee are required to comply with the Code of during their term.

Public Sector Ethics Act 1994

Our employees are bound by the Code of Conduct which provides direction and guidance for staff regarding expected standards of conduct. The Public Trustee maintains high ethical standards that support and underpin its fiduciary responsibilities.

Our Strategic Plan 2012–2016 has an emphasis on the delivery of quality frontline services by providing our clients with professional and effective services in a responsive manner. To deliver quality frontline service, we must have competent employees who act in an ethical manner.

In delivering quality services, we continued to enhance our culture as an ethical workplace through a range of strategies which raise awareness of ethical standards and support ethical decision making and behaviour. Those strategies included:

- educating staff about ethical standards required in the workplace through mandatory online compliance training including:
 - Code of Conduct
 - fraud and corruption control
 - information privacy
 - right to information
 - complaints management, and
 - record keeping and file management.
- supporting line managers in inducting new employees, by providing the following resources on our intranet:
 - induction guidelines
 - induction planner, and
 - new employee induction manual.
- complying with the *Public Service Act 2008*, the *Public Sector Ethics Act 1994* and by promoting the Public Service Commission directive that all employees have to declare all gifts and benefits received and offered
- updated our Fraud and Corruption Control policy, procedure and plan
- complied with the *Public Interest Disclosure Act 2010* through having the required policy and procedures available on our website
- reviewed human resource policies and procedures to align with the organisation's values and Code of Conduct.

Queensland Public Service Values

In 2013–14 we adopted the organisational values of the Queensland Public Service. These values are the building blocks of our workplace culture and are underpinned by the *Public Sector Ethics Act 1994* and the Code of Conduct.

During 2014–15 we continued to embed and implement the values into our organisation.

Our values:



Customers first

One of our key challenges identified for 2014–15 to achieve our core commitments was to improve efficiency and effectiveness of frontline service delivery to meet increasing client expectations.

We continued to enhance our frontline service delivery by finalising a three year project to increase the technical skills of trust officers leading to improved client service.

We implemented a structured level one technical training for trust officers as part of a comprehensive training framework. This training is delivered over a six month period.

We also developed a structured level two technical training for trust officers and a structured level three technical training for trust officers for implementation in 2015–16.

We also undertook planning for the end to end review of deceased estate administration to identify opportunities to improve our service delivery.

Planning was also undertaken for the creation of a testamentary trust Client Service Centre to improve service to clients.



Ideas into Action

Our renewal program is challenging the norm of service delivery, encouraging new ideas and working across boundaries to deliver better services to more Queenslanders. In 2014–15 the Public Trustee implemented Client Communication and Supervision Plans that responded to the results from client satisfaction surveys.



Unleash potential

We are unleashing the potential of all staff through a range of targeted learning and development services in order to fulfil our strategic objective to develop and maintain an engaged workforce.

Our Study and Research Assistance Scheme (SARAS) and other training and development opportunities are available to staff to build capabilities of individuals and teams aligned with performance planning and development.



Empower people and being courageous

Our Capability Development Plan 2013–16 provides a range of strategies for ensuring we have an engaged workforce that is capable of delivering on the core objectives of the organisation. During 2014–15 we continued to progress the priorities identified in that plan and a new five year Strategic Workforce Plan will be developed in 2015–16.



We scoped and designed a leadership and management development program for approximately 100 managers and supervisors to be delivered from early 2016.

highlight

Community education

During 2014–2015, the Public Trustee conducted over 150 presentations to a wide variety of audiences. These presentations focussed on increasing public awareness of the importance of preparing Wills and Enduring Powers of Attorney documents and the other services provided by the Public Trustee.

Employee Opinion Survey

Our employees participated in the 2014 ‘*Working for Queensland Employee Opinion Survey*’, conducted in May 2014. The survey results are important in targeting areas that will be of great benefit to our employees and our clients.

Following the results from the 2014 survey, the EMT endorsed and approved survey initiatives in three areas; organisational leadership, organisational trust and decision making. The actions implemented to address the survey results were to:

- provide technical training to client service staff
- enhance access to online learning and development in a broad range of areas
- develop our internal communications and upgrade our intranet and
- review and update our policies and procedures.

Our employees are encouraged to participate in these initiatives when the opportunity arises and to contribute to the continuous improvement of our organisation.

The survey continues to be an important measure of employee perceptions on a range of workplace factors and provides vital feedback in understanding where our time and effort can be focused for the greatest impact.

The survey was conducted again in May 2015. The Executive Management Team are considering the results and will implement initiatives in the 2015-16 financial year.