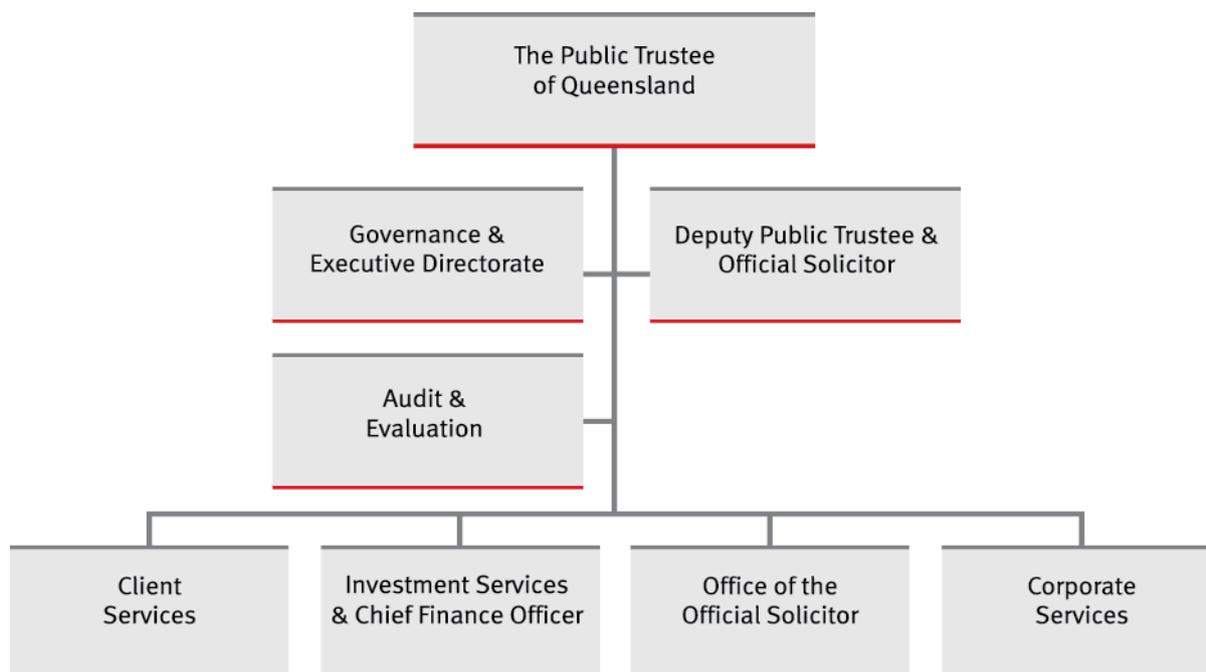


Management and structure



Executive management

Peter Carne

The Public Trustee of Queensland

Peter Carne commenced his second term as the Public Trustee of Queensland on 23 March 2016, after his previous term as the Public Trustee of Queensland from 2009 to 2014. Peter brings over 30 years of legal expertise to his statutory appointment. In addition to managing his own legal practice, Peter held a number of roles including Chief Executive Officer of the Queensland Law Society, Commissioner of the Queensland Legal Aid Commission, Director of the College of Law (Qld) and Director of Lexon Insurance Pte Ltd. In 2003, he was awarded the Centenary Medal for his contribution to the legal profession.

Peter has a Bachelor of Arts and a Bachelor of Laws from the University of Queensland and is a Fellow of the Australian Institute of Company Directors and the Australian Institute of Management.

Mark Crofton

Deputy Public Trustee and Official Solicitor (23 March 2016 to present)

Acting Public Trustee of Queensland (23 March 2014 to 22 March 2016)

Mark Crofton is the Deputy Public Trustee and Official Solicitor. In the latter role Mark heads the Office of the Official Solicitor, providing in-house legal advice to the Public Trustee of Queensland in his many and varied capacities.

Mark was the Acting Public Trustee of Queensland for two years until Peter Carne's reappointment as the Public Trustee of Queensland on 23 March 2016. While Mark was the Acting Public Trustee of Queensland, Kathryn Williams was the Acting Official Solicitor.

Mark has a Bachelor of Arts and a 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 almost 40 years with the last 20 years as a senior executive in roles including Deputy Public Trustee New South Wales. As Executive Director, Client Services, he is responsible for client service delivery. He has a wealth of experience in the personal trustee field including investment management. He also holds tertiary qualifications in law and management and is a graduate of the Australian Institute of Company Directors program.

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 and is keenly interested in exploring alternative service delivery models to better service client needs.

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. Due to a vacancy in the position of Executive Director Corporate Services since October 2014, Tim has assumed managerial responsibility for the programs within Corporate Services, including Information Services, Property, Human Resources 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.

Stephanie Duggan

Acting Director Governance and Executive Directorate

Stephanie Duggan is the Acting Director Governance and Executive Directorate and is responsible for all matters relating to internal governance and compliance. Stephanie has acted in this role since August 2015 after the departure of Caroline Hannigan. Stephanie provides direction to support the strategic and operational objectives of the organisation through risk, planning and performance monitoring. In her role, Stephanie ensures that the ongoing accountability and necessary compliance framework is delivered within the organisation.

Stephanie has a Bachelor of Arts and a Bachelor of Laws from the University of Queensland. She is a lawyer with over 17 years of experience in relation to succession, trusts and clients with a disability. Stephanie is committed to achieving better practice in governance within the organisation.

Elissa Pearse

Director Strategy and Risk

Elissa Pearse has been the Director Strategy and Risk, Governance and Executive Directorate since April 2016. Elissa has worked closely with the Public Trustee's Executive Management Team to develop the Public Trustee's Strategic Plan 2016–2020. She continues the organisation's focus on embedding good governance and effective risk management.

Elissa has a Bachelor of Business (majoring in Banking and Finance) and a Bachelor of Laws (Hons) from the Queensland University of Technology and a Graduate Diploma in Legal Practice from the College of Law, Sydney. She has over 10 years of experience in the financial services industry in the United Kingdom and in Australia.

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
- taking responsibility for organisational governance including risk management.

Membership of the EMT is determined by the Public Trustee. The members for the 2015–16 reporting period were:

- The Public Trustee of Queensland (Chair)
- Acting Public Trustee of Queensland (Chair until 22 March 2016)
- Deputy Public Trustee and Official Solicitor
- Acting Official Solicitor
- Executive Director Client Services
- Executive Director Investment Services and Chief Finance Officer
- Executive Director Corporate Services
- Director Governance and Executive Directorate
- Director Strategy and Risk.

The EMT met 19 times during 2015–16.

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 2015–16 reporting period were:

- The Public Trustee of Queensland (Chair)
- Acting Public Trustee of Queensland (Chair until 22 March 2016)
- Deputy Public Trustee and Official Solicitor
- Acting 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 and Taxation 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 and MarComms
- Deputy Official Solicitor
- Manager Marketing and Communication
- Director Strategy and Risk.

OPG met 11 times during 2015–16.

Workplace Health and Safety Committee

During the year, the Public Trustee received the results of an external audit of its current Work, Health and Safety Management Systems against the key performance criteria of the *Australian Standard 4801: Occupational Health and Safety Management Act and Regulations 2011* and relevant codes of practice.

To oversee the implementation of action plans arising from this audit, a Workplace Health and Safety (WH&S) Audit Action Plan Working Group was formed in 2015–16. The purpose of the working group is to implement priority and relevant WH&S actions, discuss and progress strategic WH&S issues as well as operational highlights, and provide regular reporting on WH&S to the EMT and the Audit and Risk Management Committee.

Members of the working group were:

- Executive Director, Investment Services and Chief Finance Officer (Chair)
- Director Human Resources and MarComms
- Director Property
- Director Client Services Capability and Performance
- Manager Workplace Environment and Business Support
- Manager, Property Operations
- Senior Project Officer (WH&S)
- Rehabilitation and WH&S Coordinator.

The working group met twice during 2015–16.

The Public Trustee also has a WH&S Committee to ensure compliance with the *Work Health and Safety Act 2011*.

Members of the committee were:

- Director Human Resources and MarComms (Chair)
- Director Property
- Director Client Services Capability and Performance
- Director Investment and Taxation Services
- Director Legal Services
- Manager Workplace Environment and Business Support (acting chair when Director Human Resources and MarComms is not available)
- Trained Safety Advisor(s)
- Rehabilitation and WH&S Coordinator
- Workplace Health and Safety Representatives (from each location)
- Regional Managers (all invited).

The committee met once during 2015–16.

Establishment Review Committee

The primary function of the Establishment Review Committee is to consider vacancies (both temporary and permanent) and proposals for higher duties, secondments (in and out) and the use of temporary employees on a case by case basis to establish the criticality to fill positions, as aligned with the Queensland Government's principles.

Members of the committee were:

- Director Human Resources and MarComms (Chair)
- Executive Director Client Services
- Executive Director Investment Services and Chief Finance Officer
- Senior Human Resource Officer (secretariat).

The committee met on a weekly basis and in total 51 times during 2015–16.

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 three times during 2015–16.

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 and Taxation Services
- Director Finance
- Director Governance and Executive Directorate
- Managing Lawyer.

The committee met five times during 2015–16.

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 sub-committee met five times during 2015–16.

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 under 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 2015–16 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.

The Investment Board met four times during 2015–16.

During the 2015–16 year the members of the Public Trust Investment Board were:

- Mr Peter Carne, the Public Trustee of Queensland (Chair from 23 March 2016) – attended one meeting
- Mr Mark Crofton, Acting Public Trustee of Queensland (Chair until 22 March 2016) – attended three meetings as member
- Mr Henry Smerdon, Consultant and former Under Treasurer – attended four meetings
- Mr Neville Ide, Financial Consultant – attended four meetings
- Mr Warwick Agnew, Deputy Under Treasurer, Advisory, Commercial Group, Queensland Treasury – attended four meetings.

Under 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.

Remuneration to committee members during the 2015–16 financial year is detailed below.

Remunerated committee members	Amount
Henry Smerdon	\$1,436
Neville Ide	\$1,436
Total	\$2,872

Includes fees outstanding for meetings attended during 2015–16

The Investment Board has adopted the Code of Conduct for the Queensland Public Service.

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 ARMC 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 Member)
- Mr Glenn Poole (External Member)
- Mr Mark Crofton* (Nominated Representative of the Public Trustee).

Standing invitees of the ARMC are:

- The Public Trustee of Queensland
- Executive Director Investment Services and Chief Finance Officer
- Director Governance and Executive Directorate
- Director Strategy and Risk**
- Manager Audit and Evaluation
- Audit Manager, Queensland Audit Office.

The committee met four times during 2015–16.

* Mark Crofton was nominated as the representative of the Public Trustee at the ARMC in May 2016 and attended the June 2016 meeting of the committee as the Nominated Representative of the Public Trustee.

** The Director Strategy and Risk was invited to attend the ARMC in May 2016 and attended the June 2016 meeting of the committee.

The recommendations made by the Queensland Audit Office during the 2015–16 period were considered by the committee and have been resolved.

Member profiles

Stephen Maitland, Chair, OAM, RFD, is an accountant and a former banker. Stephen was previously CEO of the Office of Financial Supervision and is now a corporate advisor and non-executive director.

Lisa Dalton, External Member, is a governance professional with over 17 years of experience in senior executive positions with responsibility for governance, risk, human resources, strategy and communications. Lisa is a non-executive director for a number of companies and is a member of several Audit and Risk Management Committees.

Glenn Poole, External Member, is the former Auditor-General of Queensland. Glenn is a member of several Audit and Risk Management Committees.

Mark Crofton, Nominated Representative of the Public Trustee, refer to page 19.

Remuneration payments

Remuneration to committee members during the 2015–16 financial year is detailed below.

Remunerated committee members	Amount (GST exclusive)¹
Delphin Associates (Stephen Maitland)	\$18,700
Lisa Dalton	\$12,500
Glenn Poole	\$12,500
Total	\$43,700

¹ Includes fees outstanding for meetings attended during 2015–16.

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

Public Sector Ethics Act 1994

Our employees are bound by the Code of Conduct for the Queensland Public Service. The Public Trustee maintains high ethical standards that support and underpin our 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
 - recordkeeping and file management.
- supporting line managers in inducting new employees, by providing the following resources on our intranet:
 - induction guidelines
 - induction planner
 - 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
- updating our Fraud and Corruption Control policy, procedure and plan
- complying with the *Public Interest Disclosure Act 2010* through having the required policy and procedures available on our website
- reviewing human resource policies and procedures to align with the Public Trustee's values and Code of Conduct.

Queensland public service values

The Queensland public service values are the cornerstones of our workplace culture and are underpinned by the *Public Sector Ethics Act 1994* and the Code of Conduct.

During 2015–16 we continued to embed and implement the values into our organisation.

Our values:



Customers first

One of our key challenges identified for 2015–16 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 increasing the technical skills of trust officers leading to improved client service.

We continued to deliver two levels of technical training for trust officers as part of a comprehensive training and professional development framework. Each level of training is delivered over a six month period. We are also scoping and developing additional professional development courses to support our employees in delivering excellence in client service.

We undertook an end to end review of deceased estate administration to identify opportunities to improve our service delivery.

We prepared for an end to end review of financial management activities to identify opportunities for improvement.

We created a testamentary trust Client Service Centre to improve service to clients.

We have commenced planning to scope the implementation of an interactive, online service portal that will increase our accessibility and innovative service provision to our clients.

We prepared for the commencement of the National Disability Insurance Scheme in Queensland.



Ideas into action

We are reviewing our service delivery, encouraging new ideas and working across boundaries to deliver better services to more Queenslanders. In 2015–16 the Public Trustee continued the 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

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 2015–16 we continued to progress the priorities identified in that plan. A new Strategic Workforce Plan will be developed in 2016–17.



Be courageous

Our leadership and management development program for approximately 100 managers and supervisors is being developed and is to be delivered in collaboration with Queensland University of Technology (QUT) from early 2017.

Employee Opinion Survey

Our employees participated in the 2015 *Working for Queensland Employee Opinion Survey*, conducted April–May 2015. The survey results are important to identify areas that will be of great benefit to our employees and our clients.

Following the 2015 survey, five areas of focus were identified as:

- organisational leadership
- talent management
- change management
- communication
- values and behaviours.

The following long term actions and initiatives were identified to address the survey results:

- build our leadership capability and develop our leaders for the future (leadership and management program)
- attract, recruit and retain a high performing, engaged workforce
- establish a best fit change management practice, designed for our work environment
- continue to deliver transparent and consistent messaging
- build and sustain behaviours in line with our values via our internal processes and workplace strategies. Our values are the underpinning framework for a high performance culture and an engaged, productive workforce.

Our employees are encouraged to participate in these initiatives, designed from their feedback, in order to contribute to the continuous improvement of our organisation.

The Employee Opinion 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 April–May 2016. The EMT considered these results, which validate our long term plans arising from the feedback, and will continue to implement these initiatives in line with the new Strategic Plan 2016–2020.